City of Cincinnati

Roxanne Qualls
Councilmember

201200871

June 5, 2012

MOTION

WE MOVE that the city adopt the Cincinnati Public Schools District-wide School Travel Plan (attached), and that the administration report back on steps it will take to implement the recommendations.

Vice Mayor Roxanne Qualls

STATEMENT

The Ohio Safe Routes to School (SRTS) program is funded by the Federal Highway Administration and administered by the Ohio Department of Transportation. The program supports projects and programs that enable and encourage walking and bicycling to and from school. The CPS District-wide School Travel Plan is the written document that outlines the community's objectives for enabling walking and bicycling to and from school, and identifies barriers to active transportation to and from school and solutions to address them through the 'five E's' – Engineering, Education, Enforcement, Encouragement, and Evaluation – including

City Hall • 801 Plum Street • Suite 346A • Cincinnati, Ohio 45202
513.352.3604 • roxanne.qualls@cincinnati-oh.gov

infrastructure projects that improve the pedestrian and bicycle environment within two miles of a school, and programs that support changing student and driver behavior to result in more walking and biking to school. The plan was developed using a team-based approach with key stakeholders, including DOTE.

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The plan reports that over a three –year period from 2008-2010, there were 1,205 crashes involving pedestrians or bicyclists within two miles of a Cincinnati school serving kindergarten through 8th grade; 894 crashes involved pedestrians and 305 involved bicyclists. These crashes resulted in 16 deaths, and 1,024 of the crashes resulted in 1,102 injuries. Thirteen schools had 200 or more crashes within two miles of the school, with Rothenberg and Taft Elementary experiencing more than 300 crashes within two miles. Another 13 schools had between 100 and 200 crashes within two miles.

Many of the solutions proposed in the plan will need to be implemented directly by the City or with the City's support and approval. The plan's success depends on the backing of City Council and the administration, coordination with city departments, and alignment with City policies, including the Capital Improvement Plan, Plan Cincinnati, the Bicycle Transportation Plan, and several others. The STP proposed solutions include looking for opportunities to incorporate the STP's infrastructure priorities in planned roadway improvement projects; prioritizing bicycle improvements near schools through the Bicycle Transportation Plan; and developing a pedestrian master plan that prioritizes pedestrian infrastructure improvements near schools.

Support for the implementation of the CPS District-wide School Travel Plan will improve safety for Cincinnati schoolchildren, and enhance the quality of life for all Cincinnati residents by creating walkable and bicycle-friendly neighborhoods.

CINCINNATI PUBLIC SCHOOLS

DISTRICT-WIDE TRAVEL PLAN

June 2012

OHIO SAFE ROUTES TO SCHOOL
DISTRICT-WIDE TRAVEL PLAN

CINCINNATI PUBLIC SCHOOLS

SafeRoutes
Ohio Safe Routes to School

OHIO DEPARTMENT OF TRANSPORTATION

Acknowledgements

The District-wide School Travel Plan for Cincinnati Public Schools was prepared by TranSystems Corporation with assistance by Toole Design Group and in cooperation with the Ohio Department of Transportation, Cincinnati Public Schools, City of Cincinnati, and various other agencies who volunteered their time to develop and finalize Ohio's first district-wide School Travel Plan for a large school district. A special thanks is extended to the leaders and members of the Cincinnati Safe Routes to School Team.

The Cincinnati Safe Routes to School Team would like to extend a special thanks to the following people for their help and support related to Safe Routes to School and the School Travel Plan for Cincinnati:

Mary Rowan, Superintendent of Cincinnati Public Schools

Cincinnati Public School's Board of Education

- Eve Bolton, President
- A. Chris Nelms, Vice President
- Melanie Bates
- Eileen Cooper Reed
- Catherine D. Ingram
- Alexander Kuhns
- Vanessa White

City of Cincinnati's Department of Transportation and Engineering

- Michael Moore, Director
- Tim Jamison, Acting City Traffic Engineer
- Martha Kelly, Principle Engineer
- Marty Theurer, Senior Engineer

Julie Walcoff, Ohio Department of Transportation Safe Routes to Schools Program Manager

TABLE OF CONTENTS

Appendices:

INTRODUCTION

Safe Routes to School Program

The Ohio Safe Routes to School (SRTS) program is funded by the Federal Highway Administration (FHWA) and administered by the Ohio Department of Transportation (ODOT). The program supports projects and programs that enable and encourage walking and bicycling to and from school.

A School Travel Plan (STP) is a requirement for funding requests through the ODOT SRTS program. An STP is the written document that outlines a community's intentions for enabling students to engage in active transportation (i.e. walking or bicycling) as they travel to and from school. Serving as foundation for an SRTS program, the STP can be updated and modified as needed to comply with community values and goals. The plan is created through a team-based approach that involves key community stakeholders in both identifying barriers to active transportation and, using all five E's, a set of solutions to address them.

The five E's are Engineering, Education, Enforcement, Encouragement, and Evaluation. Engineering refers to infrastructure projects that improve the pedestrian and bicycle environment within two miles of a school. The other E's refer to non-infrastructure programs that are intended to affect student or driver behavior to result in more walking and biking to school.

Cincinnati School Travel Plan

The Cincinnati STP follows ODOT's draft guidelines for large school districts. Large school districts are defined by ODOT as those with more than fifteen kindergarten through 8th grade (K-8) schools. In prior years, ODOT's funding process restricted applications for STP development to four schools at a time. ODOT observed that large school districts did not apply for SRTS grant funding at a rate proportionate to their representation in the state. The Cincinnati STP is the first district-wide STP for a large school district in Ohio and one of the first nationwide.

1.0: TARGET SCHOOLS AND SRTS TEAM

Cincinnati Public Schools SRTS Coordinator

Carmen Burks, Encouragement Captain

Prior to beginning the Cincinnati STP, it was determined that a full-time SRTS Coordinator was necessary to guide the development of the process locally. Carmen Burks, an employee in Cincinnati Public School's (CPS) Safety Section, had already been targeted to be that person by the CPS administration. ODOT solidified her position as the Cincinnati SRTS Coordinator by providing funding for the length of the STP process.

SRTS Team Members

- Terry Elfers – CPS Chief Operations Officer
- Bill Myles – CPS
- Ralph Ruwan – CPS Security. Enforcement Captain
- Julie Doppler – CPS
- Jennifer Henderson – YMCA
- Marilyn Crumpton – Growing Well Cincinnati
- Beth Nagy – Place Matters
- Angela Robinson – Health Foundation
- Betsy Townsend – Leave No Child Inside
- Dawne Gardner-Davis – Children's Hospital
- Dwight Quinn – COFHA
- Ginny Frazier – ALI
- Cheryl Parker – AAA
- Ellen Berninger – Cincinnati Public Health, Education Captain
- Don Burrell –OKI
- Marty Theurer – Cincinnati DOTE
- Denny Fennema –ESCC, Evaluation and Engineering Captain
- Rod Trombley –ESCC
- Bill Ruehr – ESCC

Current and Potential Partners

- Adult GEDABLE Program
- Alliance for Leadership and Interconnection (ALI)
- American Heart Association
- Bicycling Inspires Kids Environmentally (B.I.K.E.)
- Boy Scouts of America
- Boys and Girls Clubs of Greater Cincinnati

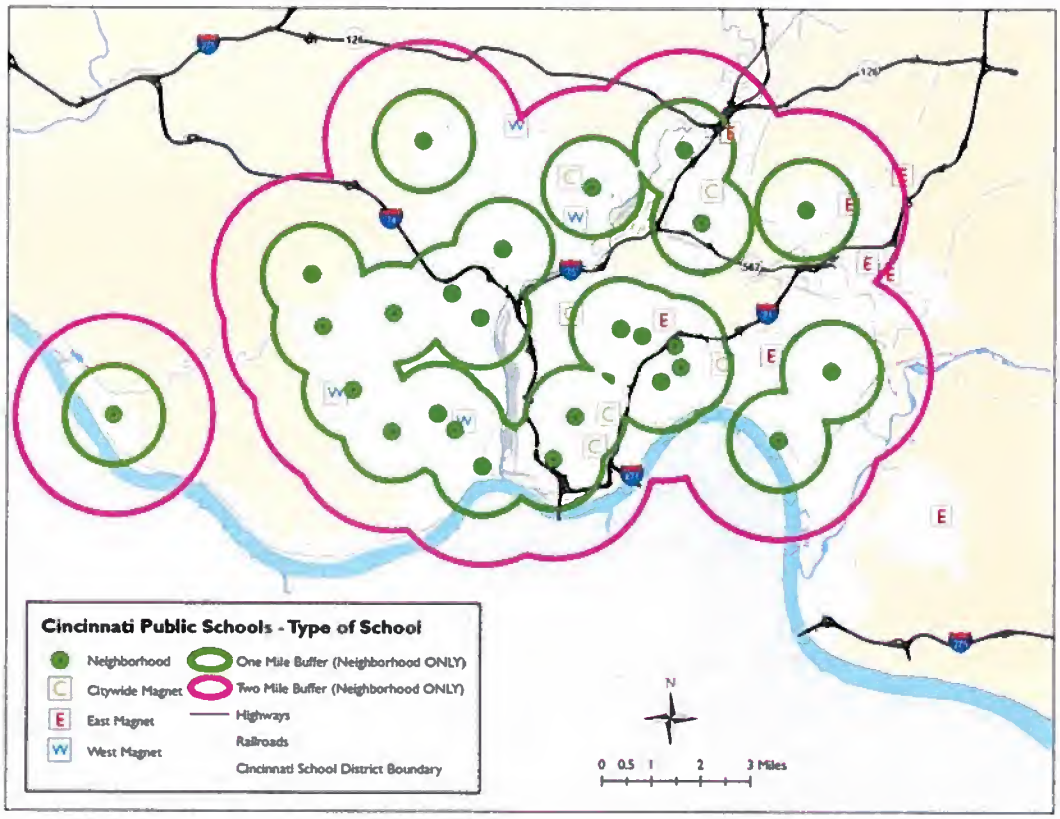
- BRIDGES for a Just Community
- Carson School/ Families Forward
- Children's Hospital Medical Center
- Christ Hospital
- Cincinnati Bengals
- Cincinnati Bike/PAC
- Cincinnati Board of Health
- Cincinnati Cycle Club
- Cincinnati Fire Department
- Cincinnati Health Department
- Cincinnati Police Department
- Cincinnati Public Schools
- CincyAfterSchool
- Clever Crazes for Kids
- Conquer Obesity-Foundation for a Healthier America (COFHA)
- DARE
- Executive Service Corps of Cincinnati (ESCC)
- Flying Pig Marathon
- Girl Scouts
- Green and Healthy Schools
- Growing Well Cincinnati
- Hamilton County Family and Children First
- Hamilton County Health Department
- Health Alliance
- Health Foundation of Greater Cincinnati
- Injury Free Coalition
- LaSalle High School
- Madeira High School
- Madisonville Community Council
- Madisonville Weed and Seed Sustained, Inc.
- National Underground Railroad Freedom Center
- Notre Dame High School
- Procter and Gamble
- Ohio-Kentucky-Indiana Regional Council of Governments (OKI)
- Parent Teacher Organizations
- Park and Vine
- Queen City Bike
- SafeKids of Greater Cincinnati
- Safety Resource Center
- Seton High School
- Silverton Paideia Academy
- St. Ursula Academy
- St. Xavier
- Sycamore Jr. High School
- Toyota
- University of Cincinnati
- Xavier University
- YMCA of Greater Cincinnati

Target Schools

The CPS district covers 91 square miles, including all of the City of Cincinnati, Amberley Village, Cheviot, and Golf Manor, most of Silverton, parts of Fairfax and Wyoming, and parts of Anderson, Columbia, Delhi, Green, Springfield, and Sycamore townships. The district includes 48 schools that serve students ranging from kindergarten to 8th grade. Many of these schools serve grades PK-8th, but other combinations exist such as schools with grades K-6th, 3rd-6th, or 7th-12th. Schools that only serve 9th, 10th, 11th, or 12th grades are excluded from this STP since they are not the focus of the Federal SRTS program. Specific demographic information from the Ohio Department of Education for each school included in the plan is located in **Appendix A**.

CPS's schools are classified as neighborhood, east magnet, west magnet, or citywide magnet. Neighborhood schools typically draw from the area right around the school, while magnet schools draw students from large regions or the entire city. **Figure 1** displays a map of CPS's schools.

Figure 1: Cincinnati Public Schools



2.0: PUBLIC INVOLVEMENT

Public Involvement Process

This section summarizes input received through the public involvement process from steering committee members, school leadership, parents, and existing and potential CPS partners (i.e., organizations that can help with implementation of this travel plan).

Steering Committee Input

The project team conducted a kickoff meeting with the CPS SRTS team at John P. Parker Elementary School on May 24, 2011. The meeting was an opportunity for key project stakeholders to discuss the general planning process and the travel plan methodology for large school districts. Stakeholders also discussed their goals and objectives for the project (see the "Vision" section below). Lastly, the SRTS team provided an overview of the Cincinnati planning context, including related initiatives, key project challenges and available resources.

It was apparent that the CPS SRTS team has been working on this project for some time. They emphasized that they are looking for an STP that will "stand the test of time" and will provide clear action items that will be implemented. There was a desire for a toolkit that can be used to prioritize projects and tailor strategies to different types of infrastructure and non-infrastructure issues.

The SRTS team provided a detailed overview of CPS operations, including busing policy and structure, the ongoing School Facilities Master Plan (2003-2015), and internal (faculty and staff) and external (parents and public) communications protocols. SRTS Team members mentioned that there were three walking school buses in operation at that time and 10 schools with active SRTS programs (Hartwell, Taft, Woodford, Silverton, Reese E. Price, Quebec Heights, Bond Hill, Hughes, John P. Parker, and Walnut Hills). They also provided examples of the types of walking environment issues that they hoped to examine through the district-wide STP process, including missing sidewalk connections, bridging significant barriers, and personal safety.

The agenda meeting minutes, and a brochure handed out at the meeting that describes the general SRTS process and Cincinnati's STP is also included in **Appendix B**.

Vision

To guide the kick-off meeting and the STP, the SRTS team adopted a vision from CPS's SRTS goals. The Cincinnati SRTS program aims to fulfill three of CPS's goals:

- **Safety:** Creating designated neighborhood routes that avoid unsafe intersections and high crime spots, add adult supervision and improve the safety of the neighborhood makes it more walkable for everyone.

- **Health and Wellness:** Obesity is epidemic in America. Walking and biking to school is one way to increase the fitness of students and reduce the risk of chronic diseases such as diabetes and heart disease while improving joint, bone and muscle health. Exposure to nature over time improves health by stress reduction, relief of ADHD symptoms and increased brain functioning.
- **Environment:** Reducing the use of cars and buses reduces traffic congestion and improves air quality and the environment, resulting in cleaner air.

School Input

The Cincinnati SRTS Team collected input from CPS schools through an online school survey and school-specific walk audits.

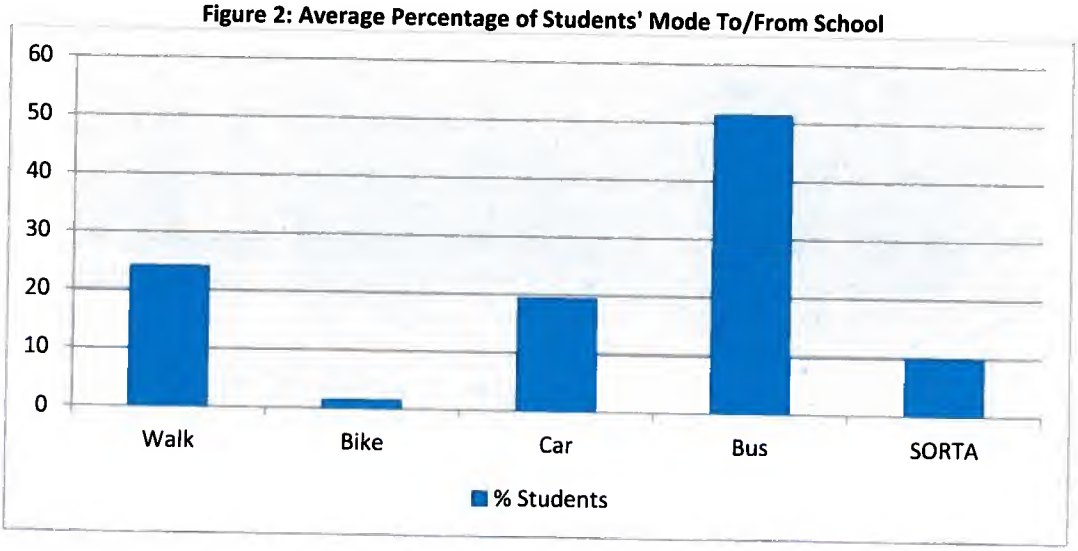
Online School Survey – Principals

An online survey was developed specifically for completion by principals or school resource coordinators (who act as a link between students, families, and communities) and stakeholders/partners. Developed in late 2011, the principals' survey has been completed by 40 out of 48 schools (as of May 31, 2012). Each principal or resource coordinator provided a list of barriers to walking and biking, common walking and biking routes, and other information related to encouraging or promoting walking and biking. Some of the highlights from these responses are included in the sections that follow. A table listing each schools' responses is provided in **Appendix C**.

Student Travel

The survey asked school leadership to estimate the percentage of students who travel to and from school by walking, bicycling, riding in a car, riding in a school bus, and riding in Southwest Ohio Regional Transit Authority (SORTA) bus. **Figure 2** shows the average percentages reported for each mode, based on estimates from school leaders.

Figure 2: Average Percentage of Students' Mode To/From School



Barriers to Walking and Bicycling to/from School

The survey asked school leadership to rank 11 potential barriers to walking and bicycling to school. The barriers most commonly ranked first were:

- Distance
- Speed of traffic along key student walking and bicycling routes
- Volume of traffic along key student walking and bicycling routes

The barriers most commonly ranked second were:

- Volume of traffic along key student walking and bicycling routes
- Lack of adult supervision
- Speed of traffic along key student walking and bicycling routes
- Concern about violence or crime

School Policies

The survey asked school leadership whether the school had adopted a policy prohibiting walking and bicycling. A biking or walking prohibition may be in place because of concern about safety. Through education and infrastructure improvements, the SRTS team will work with school leadership to encourage students to walk and bike to school safely rather than prohibiting the modes of transportation altogether.

- 1 school reported prohibiting walking.
- 4 schools reported prohibiting bicycling.

SRTS Strategies and SRTS Programs

The survey asked school leadership which common SRTS strategies the school had already implemented and which common SRTS strategies the school would be interested in implementing in the future:

- The most commonly reported SRTS strategies schools have already implemented included: observation of arrival and dismissal (21 responses), carpools (12 schools), parent surveys (11 schools), personal security education (10 schools), and education regarding the health benefits of walking and bicycling (10 schools).
- The most commonly reported SRTS strategies schools would like to implement in the future included: pedestrian safety education (27 schools), speed reduction campaign (23 schools), mileage clubs or contests (22 schools), no phone zone campaigns to discourage cell phone use while driving (22 schools), and bicycle safety education (21 schools).

The survey also asked school leadership whether the school was planning to implement an SRTS program. Approximately 43% of schools responded affirmatively.

Walk Audits

Walk audits were conducted at 12 CPS schools in late October and early November, 2011. Each walk audit included members of the Cincinnati SRTS Team along with principals, resources officers, and interested parents. The primary goal of the walk audits was to analyze the schools' walking and biking environments, but the consultant team also taught several individuals how to conduct walk audits. The training will allow the Cincinnati SRTS Team to conduct future walk audits at additional schools around the district. The following CPS schools were included in the walk audits primarily based on their expressed interest in the Cincinnati SRTS program:

- John P. Parker
- Riverview East Academy

- Rees E. Price Academy
- Evanston Academy
- Hartwell
- Woodford Paideia Academy
- Sands Montessori
- Rockdale Academy
- William H. Taft
- Kilgour School
- Clark Montessori
- Bond Hill Academy

A meeting was held with the local school SRTS representatives before most of the audits. The purpose of the meeting was to:

- Confirm the priority corridors.
- Confirm the walk audit route.
- Identify barriers on the planned walk audit route prior to observation in the field
- Identify barriers beyond planned walk audit route.
- Introduce the walk audit checklist.

The walk audit included observing conditions along priority corridors and taking notes and photographs of existing bicycle and pedestrian infrastructure and likely barriers to walking and bicycling to school. The information collected contributed to the countermeasures recommended in **4.0: Issues and Countermeasures** and to recommendations included in school-specific travel plans (completed by the Cincinnati SRTS team). An online interactive map was also developed for each walk audit school (see **Figure 3**) showing key elements of the pedestrian and bicycle infrastructure near the school. It will be used by the schools to track changes to pedestrian and bicycle infrastructure. Written notes for each walk audit are included in **Appendix D**.

Figure 3: Interactive Walk Audit Map (John P. Parker School)

Parent Input

The National Center for SRTS parent survey was sent out district-wide to approximately 35,000 student households in November, 2011. Over 4,400 surveys were returned. The surveys provided a base of

information regarding existing conditions and barriers (real and perceived) to walking and biking. The CPS SRTS Team intends to administer this survey yearly to evaluate the effectiveness of their SRTS programs and general walking and biking concerns. The top issues parents identified as affecting their decision to allow their child to walk to or from school were distance (52.4%), violence/crime (50.6%), weather/climate (43.3%), speed of traffic along route (42.6%), and amount of traffic along route (42.6%). Many of these concerns are items that SRTS programs address, even if the issue is a perceived issue. For each of these top issues identified, the majority of parents also indicated that they would let their child walk to school if these were no longer issues.

Partner Input

An online survey was also developed to identify organizations that could help implement the Cincinnati SRTS program. The survey included questions about:

- The organization's interest in supporting the Cincinnati SRTS program generally.
- The organization's interest in supporting specific SRTS activities or programs.
- The type of support the organization could offer (e.g., financial, volunteer, etc.).
- Whether the organization would like to focus its SRTS efforts on a particular part of the city.
- When the organization could begin providing support.
- The organization's primary contact person for matters related to the Cincinnati SRTS program.

The "partner survey" was distributed to partners beginning in December 2011 and a total of eight responses were received. Organizations that responded to the partner survey included local schools, community councils, the local regional planning agency (OKI), and other local groups. Two-thirds of respondents indicated that they were interested in supporting SRTS education activities and half of the respondents were interested in encouragement activities. Almost all respondents said that they could provide volunteers for an SRTS activity or event, two-thirds indicated that they would be willing to write letters of support for the Cincinnati SRTS program, and half said that they could provide volunteers to speak at classroom events or assemblies. A summary table of the partner survey is provided in **Appendix E**.

In-class Student Surveys

In-class student surveys will be distributed in October 2012, at the same time as the Parent Surveys. Because these surveys were not completed before this STP was developed, they were not used to help determine the recommended countermeasures. However, they will be key to ongoing evaluation of the SRTS program in Cincinnati.

Website

At the start of the process, the consultant team provided CPS with text to complement the existing CPS SRTS page (www.cps-k12.org/general/security/saferoutes/saferoutes.htm). The website will be updated with information from the final STP for CPS; it will also be updated with relevant SRTS materials throughout each school year.

3.0: EXISTING CONDITIONS

City Context

The CPS district is located within Hamilton County in southwestern Ohio. The district encompasses the entire City of Cincinnati and also serves the communities of Amberley, Cheviot, Golf Manor, and Silverton. Due to its location in a predominately urban area, the existing pedestrian infrastructure is very well developed. Most of the streets within a mile of CPS's schools have sidewalks on one or both sides of them. Additionally, crosswalks and pedestrian signals exist at most of the signalized intersections, although, in many cases these amenities are not across all legs of the intersection. There are also a number of mid-block crosswalks throughout the City. These crossings are at unsignalized locations along main thoroughfares throughout the City (including along Madison Road and Montgomery Road) and are marked with on-street and, often, overhead signage.

A major factor that limits walking and bicycling to and from school in Cincinnati is its terrain. The majority of the City is very hilly, with the only large area of flat terrain along the highly industrialized Mill Creek Valley. Therefore the streets around the City have substantial grades. This means that students who have a down-hill route to school in the morning would have an up-hill route in the afternoon. Another effect of these hilly city roads is that there tend to be curves and blind spots along routes.

School District

As of 2011, CPS includes 56 total schools with an enrollment just shy of 34,000 students. The ethnic distribution is predominantly African-American (69%) followed by Caucasian (23%). Nearly three-quarters of students participate in the federal free/reduced-price lunch program. CPS provides transportation to all students in grades PK-8 who live more than one mile from school via yellow bus. Reduced fares are provided for high school and younger students via the Southwest Ohio Regional Transit Authority (SORTA).

CPS includes both neighborhood and magnet schools. The neighborhood schools offer strong academic programs in a community setting and students are assigned according to home addresses. CPS determines the boundaries for each neighborhood school. CPS's magnet schools attract students throughout the district who are interested in specific areas such as foreign language or the arts, or a teaching style such as Montessori and Paideia. Magnet programs are offered either to students living anywhere in the district (citywide) or to students living in a specific area (East or West). CPS does not assign students to secondary or high schools. Rather, students select from a variety of high-school programs with special focuses leading students into careers and higher education.

Schools Included in the CPS STP

A list of the 48 schools included in the CPS STP is shown in **Table 1**. Additionally, student location maps for each school are included in **Appendix F**.

Table 1: Schools Included in the CPS STP

School	Grades	Type	Location (Neighborhood)	Total Students	Students w/in 1 miles	% w/in 1 mile	Students w/in 2 miles	% w/in 2 miles
Academy of Multilingual Immersion	Pre-8	Magnet (Citywide)	Bond Hill	495	57	11.5%	158	31.9%
Academy of World Languages	Pre-8	Magnet (Citywide)	Evanston	594	88	14.8%	120	20.2%
Bond Hill Academy	Pre-8	Neighborhood	Bond Hill	366	305	83.3%	323	88.3%
Carson School	Pre-8	Neighborhood	Price Hill	661	554	83.8%	629	95.2%
Chase School	Pre-8	Neighborhood	Northside	312	266	85.3%	269	86.2%
Cheviot School	Pre-8	Neighborhood	Chevoit	598	342	57.2%	395	66.1%
Cincinnati Gifted Academy	3-6	Magnet (Citywide)	Columbia Tusculum	96	4	4.2%	20	20.8%
Clark Montessori High School	7-12	Magnet (Citywide)	Hyde Park	660	25	3.8%	60	9.1%
College Hill Fundamental Academy	Pre-6	Magnet (West)	College Hill	475	126	26.5%	284	59.8%
Covedale School	K-6	Magnet (West)	Covedale	568	380	66.9%	491	86.4%
Dater Montessori School	Pre-6	Magnet (West)	Westwood	740	217	29.3%	491	66.4%
Ethel M. Taylor School	Pre-8	Neighborhood	Millvale	420	309	73.6%	381	90.7%
Evanston Academy	Pre-8	Neighborhood	Evanston	449	151	33.6%	359	80.0%
Fairview-Clifton German Language School	Pre-6	Magnet (Citywide)	Clifton	756	156	20.6%	270	35.7%
Frederick Douglass School	Pre-8	Neighborhood	Walnut Hills	419	322	76.8%	355	84.7%
Gamble Montessori High School	7-12	Magnet (Citywide)	Westwood	286	20	7.0%	51	17.8%
Gilbert A. Dater High School	7-12	Neighborhood	Westwood	719	157	21.8%	359	49.9%
Hartwell School	Pre-8	Neighborhood	Hartwell	526	352	66.9%	485	92.2%
Hayes-Porter School	Pre-8	Neighborhood	West End	380	294	77.4%	316	83.2%
Hughes Stem High School	7-12	Magnet (Citywide)	CUF	769	69	9.0%	195	25.4%
John P. Parker School	Pre-8	Magnet (East)	Madisonville	409	218	53.3%	349	85.3%
Kilgour School	K-6	Neighborhood	Mt. Lookout	606	294	48.5%	478	78.9%
Midway School	Pre-8	Neighborhood	Westwood	613	382	62.3%	515	84.0%
Mt. Airy School	Pre-8	Neighborhood	Mt. Airy	694	387	55.8%	650	93.7%
Mt. Washington School	Pre-8	Magnet (East)	Mt. Washington	428	3	0.7%	17	4.0%
North Avondale Montessori School	Pre-6	Magnet (East)	Avondale	596	156	26.2%	276	46.3%
Oyler School	Pre-12	Neighborhood	Price Hill	675	293	43.4%	552	81.8%
Pleasant Hill Academy	Pre-8	Magnet (West)	College Hill	591	318	53.8%	419	70.9%
Pleasant Ridge Montessori School	Pre-6	Neighborhood	Pleasant Ridge	558	301	53.9%	427	76.5%
Rees E. Price Academy	Pre-8	Neighborhood	Price Hill	596	394	66.1%	525	88.1%
Riverview East Academy	Pre-8	Neighborhood	Columbia Tusculum	491	109	22.2%	161	32.8%

School	Grades	Type	Location (Neighborhood)	Total Students	Students w/in 1 miles	% w/in 1 mile	Students w/in 2 miles	% w/in 2 miles
Roberts Paideia Academy	Pre-8	Magnet (West)	Price Hill	693	206	29.7%	486	70.1%
Rockdale Academy	Pre-8	Neighborhood	Avondale	466	322	69.1%	365	78.3%
Roll Hill Academy	Pre-8	Neighborhood	North Fairmount	572	363	63.5%	514	89.9%
Roselawn Condon School	Pre-8	Magnet (East)	Roselawn	409	244	59.7%	311	76.0%
Rothenberg Preparatory Academy	Pre-8	Neighborhood	Over-the-Rhine	342	298	87.1%	308	90.1%
Sands Montessori School	Pre-6	Magnet (East)	Mt. Washington	726	275	37.9%	362	49.9%
Sayler Park School	Pre-8	Neighborhood	Sayler Park	320	163	50.9%	194	60.6%
School for Creative and Performing Arts	K-12	Magnet (Citywide)	Over-the-Rhine	1367	76	5.6%	132	9.7%
Shroder High School	7-12	Magnet (East)	Madisonville	644	84	13.0%	253	39.3%
Silverton Paideia Academy	Pre-6	Magnet (East)	Silverton	347	116	33.4%	137	39.5%
South Avondale School	Pre-8	Neighborhood	Avondale	583	452	77.5%	518	88.9%
Walnut Hills High School	7-12	Neighborhood	Evanston	2372	93	3.9%	322	13.6%
Westwood School	Pre-8	Neighborhood	Westwood	382	273	71.5%	322	84.3%
William H. Taft School	Pre-8	Magnet (Citywide)	Mt. Auburn	348	150	43.1%	214	61.5%
Winton Hills Academy	Pre-8	Neighborhood	Winton Place	441	354	80.3%	395	89.6%
Winton Montessori School	Pre-6	Magnet (West)	Northside	395	91	23.0%	181	45.8%
Woodford Paideia Academy	Pre-6	Magnet (East)	Kennedy Heights	394	107	27.2%	193	49.0%

Crash Statistics

Over a three year period from 2008 and 2010, there were 1,205 crashes reported involving pedestrians or bicyclists within two miles of a Cincinnati school serving kindergarten through 8th grade. When combined, the two mile areas for all 48 schools includes the entire City of Cincinnati and portions of Amberley, Arlington Heights, Cheviot, Deer Park, Elmwood Place, Fairfax, Golf Manor, Lockland, North College Hill, Norwood, Silverton, St. Bernard, Wyoming, and unincorporated Hamilton County. To provide further context, this area covers nearly 100 square miles and includes approximately 500,000 residents.

Overall, 894 crashes involved pedestrians and 305 involved bicyclists; six crashes involved another non-motorized vehicle. These crashes resulted in 16 deaths. Additionally, 1,024 of the crashes resulted in 1,102 injuries, with some crashes reporting up to five injuries. Thirteen schools had 200 or more crashes within two miles of the school, with Rothenberg and Taft Elementary having over 300 crashes occurring within two miles. An additional 13 schools had between 100 and 200 crashes occur within two miles.

Upon first glance, the number of crashes may seem elevated; however, due to the density of this area a large percentage of the population walks or bikes each and every day. This can include long trips such as commutes to and from work or school, as well as shorter trips from a parked car to a grocery store. As a

result, there tends to be much higher volumes of pedestrians and bicyclists that use the surrounding roads and pathways every day.

Biking and walking are great modes for children for many reasons, and are safe in most cases in Cincinnati. That contributes to why so many people choose to walk and bike in the study area. Travelling from one location to another poses some degree of inherent danger regardless of mode, but the crash numbers do show that more work needs to be done as it is essential to make streets safe for children who walk, bike, and also ride in vehicles.

School District Policies, Plans, Accomplishments

This section summarizes school district policies and plans that impact school travel, and lists the CPS SRTS Program's accomplishments to date. School district policies are organized by category. Program accomplishments to date are organized by E (encouragement, education, enforcement, evaluation, and engineering).

School District Policies

Walking and Bicycling Policies

CPS does not have a formal policy either encouraging or discouraging walking and bicycling to school. However, the CPS Board of Education passed a resolution in January 2011 proclaiming October 5, 2011, International Walk to School Day in the district and supporting CPS' active Safe Routes to School Program.

Wellness Policy

CPS' wellness policy requires each school to establish a wellness committee involving parents, students, community members, and staff, which is responsible for developing a school wellness plan. The wellness policy includes several other requirements relevant for SRTS programming, including:

- Sequential and interdisciplinary wellness education targeting physical activities and healthy behaviors that are consistent with District health education course of study will be provided and promoted.
- School activities that occur outside of the school or the regular or extended school day should encourage and support lifelong wellness practices (i.e., concessions and fundraisers).
- Schools will provide family and community education activities that promote healthy behaviors and physical fitness with the goal of reinforcing wellness practices established by the District's plan.

Policies Regarding Pedestrian and Bicycle Accommodation on School Campuses

The updated CPS Facilities Master Plan includes bicycle racks as part of the standard design of new and renovated school facilities.

Liability Policies

CPS does not require waivers for students who regularly walk and bicycle to school or students who participate in special walking and bicycling activities, such as Walk to School Day, bicycle rodeos, walking

school buses, and bicycle trains. CPS does, however, require background checks for adults who volunteer with the program.

Personal Security Policies

At the policy level, CPS addresses the issue of personal security while walking and bicycling to school through the district-wide Code of Conduct, which is in effect "before, during and after school ... in school buildings, on school grounds, at school-related activities, and on the way to and from school." The Code of Conduct requires students to be safe, respectful, and responsible.

Busing Policies

- CPS does not routinely provide busing to students who live within one mile of school; however, parents of students who live within one mile of school can request "space available" on a bus.
- If a student does not ride the school bus for 10 consecutive school days, a postcard is sent to his/her parents warning that bus service will cease to be provided to the child unless the parent notifies the district's transportation office.
- School bus drivers are employees of First Student, a private school transportation company. Their training covers pedestrian and bicycle safety issues.
- The Ohio Department of Education regulations prohibit school bus drivers from picking up or dropping off students at locations that are not assigned stops. Consequently, school bus drivers cannot drop students off at a remote drop off/park and walk locations as part of a walk or bike to school event.

Other Policies

- CPS does not require parents to indicate their child's primary mode of transportation to and from school at the beginning of the school year. CPS does not have any policies on switching school travel mode to another during the school year, except the one for students who do not ride the school bus for 10 consecutive school days.
- CPS has a "no-idling" policy which requires all motor vehicle drivers to turn off their engines when they are waiting to drop off or pick up students in front of a CPS school.
- CPS maintains a system called "Track It" that enables principals to report pedestrian and bicycle safety concerns to the district.

School District Plans

CPS is currently implementing an ambitious $1 billion Facilities Master Plan (approved 2002) that will renovate or rebuild many of the district's school buildings. Ultimately, CPS students will be educated in 51 buildings, including 35 new buildings and 16 fully renovated existing buildings. While the focus of the plan is replacing inadequate, deteriorating classrooms with modern, efficient, and technology-ready buildings, implementation will also impact student travel patterns. For example, bicycle racks have been provided at all newly constructed or renovated schools.

School District Accomplishments

Encouragement

The CPS SRTS Program sponsors a district-wide encouragement activity every quarter and has

incorporated SRTS encouragement content into the district's 5th quarter programming. Specific activities that have been implemented so far include:

- Participated in the Cincinnati Reds Opening Day Parade (March 2011).
- Established a SRTS Step Team at Taft Elementary School as part of the district's 5th quarter programming (June-July 2011). Taft's SRTS Step Team has been so successful that it has been incorporated into the school's after school programming.
- Supported walking school buses at Rockdale Academy, Rees E. Price Academy, Woodford Paideia Elementary, Sands Montessori, and Evanston Elementary.
- Participated in International Walk to School Day (October 2011). The CPS Board of Education encouraged participation by passing a resolution proclaiming October 5, 2011, International Walk to School Day in the district. The CPS SRTS program also reached out to parents at schools with active walking school buses. Parents at these schools were encouraged to walk to school with their children on Walk to School Day and invited to stay for breakfast after the walk.
- Put on Safe Routes to Freedom event at the National Underground Railroad Freedom Center during Black History Month (February 2012). The purpose of the event was to showcase and reward the accomplishments of the BRIDGES (Building Results in Diversity and Generating Engineering Students) program participants at Hughes STEM School and to encourage additional 7th and 8th grade students at Hughes and across the district to participate in the STEM-focused BRIDGES Program.

The CPS SRTS Program's future encouragement plans include:

- Participate in National Bike to School Day.
- Continue to incorporate SRTS content into CPS 5th quarter programming in Summer 2012. Specifically, the Taft Elementary School SRTS Step Team will continue and a SRTS Step Team will be established at Woodford Paideia Elementary School.

Education

The CPS SRTS Program has incorporated SRTS education content into the district's 5th quarter programming. Specific activities that have been implemented so far include:

- Reached out to schools and parents through a variety of venues. Outreach activities include meeting with school SRTS champions (usually the School Resource Officer or Assistant Principal) and making presentations at back to school events, community council meetings, PTA and PTO meetings, and quarterly Local School Decision Making Committee meetings.
- Supported implementation of the Olweus Bullying Prevention Program at six district schools.
- Collaborated with the University of Cincinnati to develop an SRTS "world" for the Clever Crazes for Kids website, which is utilized by students as part of CPS' afterschool program.
- Created a Walkumentary video which highlights the issues students can or may face on their commute to school.
- Discussed SRTS during a segment of *We Know Health Matters*, an online television talk show produced by the Cincinnati Health Department.

The CPS SRTS Program's future education plans include:

- Continue outreach to schools and parents.
- Continue incorporating SRTS content as part of the BRIDGES program at Hughes STEM High School.
- Continue Incorporating SRTS content as part of the ALI's Eco-Mentoring program at Hughes STEM School.
- Incorporate SRTS educational content into CPS 5th quarter programming in Summer 2012. Target schools include Rockdale Academy and Rees E. Price Academy.
- Provide summer SRTS programming at Hughes STEM High School.
- Collaborate with the Cincinnati Police Department's Mountain Bike Patrol to provide bicycle safety instruction to students.

Enforcement

Accomplishments with an enforcement focus included:

- Worked closely with the Cincinnati Police to address safety concerns on Hillside Avenue, which is the new entrance location for Saylor Park School. Police responded by placing a speed wagon on Hillside Avenue.
- Helped obtain four bicycles for Oyler School to enable staff to quickly move to critical locations near the school when school dismisses.
- Further developed the partnership between the CPS SRTS Program and Cincinnati Police Department.

Evaluation

Accomplishments with an evaluation focus included:

- Identified evaluation tracking factors for future years. Factors include:
  - % students walking
  - % students riding bikes
  - % parent surveys received
  - % principal surveys received
  - Student Travel Tally completed – yes or no; if yes, date completed
  - % "feel safe" (if question directly applies to travel to and from school)
  - Travel plan completed – yes or no; if yes, date completed
  - Walking school bus – yes or no
- Conducted parent surveys (November 2011).

The CPS SRTS Program's future evaluation plans include:

- Collect student tallies (May 2012)

Engineering

- Worked with Cincinnati Traffic Engineering regarding the location of a crosswalk at Sands Montessori School. The crosswalk has been moved.

- Worked with Cincinnati Traffic Engineering to investigate the need for a traffic light at the intersection of Sidney Road and Covedale Avenue near Covedale Elementary School.
- Developed a master list of bike racks at CPS schools.
- Replaced stop signs at the intersection of Clark and Cutter.

Grants

- Obtained a $75,000 grant from the Ohio Department of Education to support positive school culture. This funding has been used to support the SRTS Step Teams, the Olweus Bullying Prevention Program, the Walkumentary, and the Safe Routes to Freedom Event.
- Obtained a $24,000 grant from ODOT to provide reflective vests, whistles, crossing guard signs, lawn signs, and window "clings" to identify safe locations for the children.
- Obtained a $100,000 Garrett A. Morgan Technology and Transportation Education Program (GAMTTEP) grant to develop CPS' BRIDGES Program.

Local Government Policies, Plans, and Programs

This section summarizes the local government policies, plans, and programs that impact school travel.

Local Government Policies

- The City of Cincinnati is developing a complete streets policy.
- The City of Cincinnati currently requires every new roadway project to be evaluated for pedestrian and bicycle improvements early in the planning process.
- The City of Cincinnati requires the replacement of all storm drain inlets with bicycle-safe inlets during street rehabilitation.
- The City of Cincinnati's Sidewalk Regulations Book establishes standards for sidewalk construction. The book was published in 1983 and does not include ADA standards; however, the City of Cincinnati Supplement to State of Ohio Department of Transportation Construction Materials Specifications dated January 1, 2008 does include ADA standards.

Local Government Plans

Relevant city and regional plans include:

- Plan Cincinnati (Under Development)
- Cincinnati Bicycle Transportation Plan (2010)
- OKI Regional Bicycle Plan (2009 Update)
- OKI 2030 Transportation Plan (2008 Update)
- OKI Regional Pedestrian Plan (2004)

Local Government Programs

Relevant local government programs include:

- City of Cincinnati Sidewalk Safety Program, which encourages property owners to maintain existing sidewalks.
- City of Cincinnati Hillside Step Information System, which is used to inventory hillside steps and track inspection and repair information.

- City of Cincinnati Street Rehab Program, which handles street resurfacing and significant curb repairs. This work includes grinding off old roadway surfaces, resurfacing the pavement with new asphalt, and repairing/replacing curbs where necessary.
- City of Cincinnati Bicycle Transportation Program, which plans, engineers, and implements bicycle facilities, and educates the community regarding bicycle transportation

4.0: ISSUES AND COUNTERMEASURES

This chapter discusses issues that impact walking and bicycling at CPS schools and proposes countermeasures for addressing them. The chapter is divided into three sections:

- Support for SRTS – includes the plans, policies, procedures, and involvement of stakeholders.
- Student Safety and Comfort – includes the safety and comfort of students as they walk and bicycle to school.
- SRTS Program Sustainability – discusses sustaining the SRTS Steering Committee and the implementation of the countermeasures.

Issues

The issues covered in this chapter were identified through discussions with the SRTS Steering Committee, Principal Survey responses, Parent Survey responses, walk audits, evaluation of written documents detailing city and school district plans, policies, procedures, and programs, and evaluation of data provided by the state, city, and school district.

Countermeasures

Each issue discussion is followed by a table of related countermeasures. The table includes both infrastructure and non-infrastructure countermeasures to emphasize the multifaceted approach necessary to address the identified issues. The table includes references, where appropriate, to **Attachment 1** and **Appendix G**, which provide additional detail on common SRTS countermeasures. A prioritized action plan which indicates the general schedule and key stakeholders needed for implementing each countermeasure may be found in **5.0: Prioritized Strategies**.

The column heading "Es Addressed" in the tables indicates which of the "5 Es" (education, enforcement, encouragement, engineering, and evaluation) are supported by the proposed countermeasure.

Priority Corridors

Due to the geographic extent and number of schools covered by this plan, a decision was made to focus on location-specific issues and countermeasures on "priority corridors." Priority corridors are defined as routes where a significant number of students are currently walking and biking, or could potentially walk and bike.

The study team identified priority corridors by analyzing the spatial relationship between school locations, student addresses, sidewalks, and pedestrian crossing locations in GIS. The analysis was limited to a one mile radius around each school based on CPS busing policy, which restricts eligibility for busing to students who live one mile or more from the schools they attend. Decisive factors for this analysis included the presence of sidewalks and signalized locations for crossing higher volume streets.

Maps showing the priority corridors identified for the CPS schools covered by this plan are included in **Attachment 2** alongside countermeasures aimed at improving walking and bicycling conditions on the corridors.

The three sections below present issues and countermeasures that do not directly relate to the location specific priority corridors either because they are district-wide in nature or because they relate to policies and programming.

Support for SRTS

This section covers issues and countermeasures related to the plans, policies, procedures, and involvement of constituencies whose support is needed to build the CPS SRTS Program and improve conditions for walking and bicycling for CPS students, including the City of Cincinnati, CPS, local schools, and parents.

City Support for SRTS

Many of the countermeasures recommended in this STP would have to be implemented directly by the city or with the city's support and approval. Consequently, the plan's success depends on backing from the Mayor and City Council, coordination with city agencies, such the Police Department, Health Department, Department of Planning and Buildings, and Transportation and Engineering Department, and alignment with the plans, regulations, and programs that guide the inspection, maintenance, improvement, and regulation of city-owned streets, including the:

- Capital Improvement plan (CIP).
- Comprehensive plan (Plan Cincinnati).
- Neighborhood plans.
- Bicycle Transportation Plan.
- Subdivision Regulations.
- Sidewalk Regulations Book.
- CURB RAMPS: Design Guidelines and Policy, Standard Drawings and Specifications.
- Sidewalk Safety Program.
- Street Rehab Program.
- Bicycle Transportation Program.

Table 2 provides a list of countermeasures intended to facilitate City support for the CPS SRTS Program and implementation of the countermeasures recommended in this STP.

Table 2: Countermeasures for City Support

Countermeasure	Es Addressed	Countermeasure Type
Incorporate the CPS STP into Plan Cincinnati by reference or as an appendix.	All	School/city policies
Seek formal adoption of the CPS STP by the City Council.	All	School/city policies
Continue the City's participation on the Steering Committee. Participation from the Police Department, Health Department, Department of Planning and Buildings, and Transportation and Engineering Department is especially important.	All	School/city policies

Countermeasure	Es Addressed	Countermeasure Type
Invite city leadership, including the Mayor, City Council Members, and department administrators to participate in high-profile SRTS-sponsored activities, such as Walk to School Day.	All	School/city policies
Look for opportunities to include CPS STP infrastructure priorities in planned roadway improvement projects. Ensure that STP infrastructure priorities are reflected in the annual CIP process.	Engineering	School/city policies
Amend Bicycle Transportation Plan to prioritize bicycle improvements near schools, bicycle safety education for children, and other SRTS-related bicycle activities.	All	School/city policies
Develop a pedestrian master plan that prioritizes pedestrian infrastructure improvements near schools and includes education, encouragement, and enforcement elements.	All	School/city policies

School District Support for SRTS

Support from the CPS Board and Administration are critical to continuing and expanding the SRTS program. The board sets the vision, mission, goals, and priorities for the district, and establishes policies that directly or indirectly influence the environment for walking and bicycling to CPS schools, including policies on:

- Student transportation.
- Student conduct.
- School safety.
- Wellness.
- Parent involvement.
- School siting.
- School site design and maintenance.

The Administration implements the Board's visions, goals, and policies through a variety of procedures and practices.

The success of the CPS SRTS Program depends on aligning policies, procedures, and practices at the district level to support safe walking and bicycling to and from school. The board and the district have already taken several steps in this direction, including by hiring a district-wide SRTS coordinator, creating an SRTS program page on the district website, passing a resolution proclaiming International Walk to School Day in the district, and installing bicycle racks at renovated schools. **Table 3** provides a list of countermeasures intended to continue and deepen the district's support for safe walking and bicycling to school.

Table 3: Countermeasures for School District Support

Countermeasure	Es Supported	Countermeasure Type
Continue providing regular updates to the CPS Board of Education regarding the progress of the SRTS initiative.	All	School/city policies

Countermeasure	Es Supported	Countermeasure Type
Obtain CPS approval of STP.	All	School/city policies
Obtain CPS Board of Education approval of STP.	All	School/city policies
Request that members of the school board participate in SRTS activities (e.g. Walk to School Day).	All	School/city policies
Amend CPS' Wellness Policy to encourage walking and bicycling to school as way for students to obtain regular physical activity and reduce motor vehicle traffic and air pollution in the vicinity of schools. Educate principals and school wellness committees regarding the policy change and implementation expectations. Provide resources and curriculum goals to help with implementation.	Encouragement	School/city policies
Identify and task appropriate CPS staff (or SRTS teams) with creating and distributing school walking and bicycling maps.	Encouragement	School/city policies
Expand the SRTS presence on the CPS website by: 1) continuing the SRTS program webpage and make it easier to find from the CPS homepage; 2) adding the district-wide STP and school-specific STPs to the website as they are completed; 3) adding SRTS content to the district's online calendar, IamCPS.org, Media Relations page, Student Opportunities page, and other relevant pages on the website.	Education, Encouragement	School/city policies
Modify the CPS Transportation Director's job description to include responsibility for student pedestrian and bicyclist safety.	All	School/city policies
Continue employing a full-time SRTS coordinator.	All	School/city policies

Local School Support for SRTS

Local schools influence conditions for walking and bicycling in a variety of ways, including through:

- Policies and procedures related to walking and bicycling.
- Policies and procedures related to school arrival and dismissal.
- Communications with students and parents.
- Classroom instruction.
- Extracurricular activities.
- School-sponsored events.
- School wellness committees.

A number of CPS schools have already taken action to support safe walking and bicycling to schools through pedestrian and bicycle safety education, support for walking school buses, participation in events sponsored by the CPS SRTS Program such as International Walk to School Day and Safe Routes to Freedom, and other activities and programs. The countermeasures included in **Table 4** are meant to maintain support for the CPS SRTS Program at these schools and to expand support to additional schools.

Table 4: Countermeasures for Local School Support

Countermeasure	Es Supported	Countermeasure Type
Continue cultivating local school SRTS champions.	All	Non-infrastructure
Include an SRTS champion on the SRTS Steering Committee.	All	Non-infrastructure
Establish fund to pay for local school SRTS materials, e.g., flyers, signage, whistles, vests, etc.	All	Non-infrastructure
Educate principals regarding liability for walking and bicycling to school. Some principals may be reluctant to encourage walking and bicycling to school due to concerns about liability.	Education	Non-infrastructure
Encourage local schools to adopt policies supporting safe walking and bicycling to/from school and to inform parents of these policies. Provide principals and SRTS champions with guidance regarding how to formulate and communicate these policies.	Education, Encouragement	Non-infrastructure
Cultivate formation of local school SRTS committees. Provide principals and SRTS champions with guidance regarding who should be on the committee and how the committee should function. Potentially add SRTS program implementation to the responsibilities of the local school wellness committee.	All	Non-infrastructure
Develop SRTS travel plans for additional schools. Establish yearly targets for completing local school travel plans with the ultimate goal of completing local school travel plans for all neighborhood schools in the district.	All	Non-infrastructure
Educate principals regarding the academic benefits of physical activity.	Education	Non-infrastructure
Educate principals regarding the CPS wellness policy and Safe Routes to School implementation expectations. Provide resources and curriculum goals to help with implementation.	Education	Non-infrastructure
Encourage school staff members to model active transportation behaviors.	Education, Encouragement	Non-infrastructure
Reach out to schools that currently prohibit walking and/or bicycling to understand local concerns and determine how they can be addressed.	All	Non-infrastructure
Educate principals regarding use of the Track It system to report pedestrian and bicycle safety concerns.	Education	Non-infrastructure
Install community signage promoting SRTS.	Education, Encouragement	Non-infrastructure

Parent/Caregiver Support for SRTS

Parent or caregiver support is crucial for SRTS program success. Parents and caregivers decide how children get to and from school, model pedestrian and bicycle behaviors, and influence the travel environment near schools by following (or failing to follow) traffic laws and arrival/dismissal procedures.

Parents and caregivers typically understand the barriers to walking and bicycling to school better than school or district staff, and are very often the ones who plan and implement SRTS activities.

Figure 4: Cincinnati SRTS Event

(Source: Cincinnati SRTS Team)

The CPS SRTS Program recognizes the importance of enlisting parent and caregiver support and understanding their concerns. The district's SRTS coordinator has delivered presentations to parents and caregivers at back to school events and PTA/PTO meetings. The program has also encouraged parents and caregivers to participate in Walk to School Day events and provide feedback regarding barriers to walking and biking through the National Center's Parent Survey. **Table 5** includes countermeasures that continue and build upon these efforts.

Table 5: Countermeasures for Building Parent Support

Countermeasure	Es Addressed	Countermeasure Type
Provide guidance to local schools on how to involve parents in the SRTS program and communicate with parents regarding pedestrian and bicycle safety issues.	All	Non-infrastructure
Continue making presentations at back to school events, community council meetings, PTA and PTO meetings, and quarterly Local School Decision Making meetings. Encourage inclusion of parents and caregivers on local school SRTS committees.	Education	Non-infrastructure
Include a PTA representative on the SRTS Steering Committee.	All	Non-infrastructure
Send parents recorded voicemails from CPS and from the Superintendent. Voicemails might address SRTS activities, pedestrian/bicycle safety, pedestrian/bicycle policies, and other SRTS-related issues.	Education, Encouragement, Enforcement	Non-infrastructure
Provide parents with an informational flyer or email about the Cincinnati SRTS program and what they can do to support it.	Education	Non-infrastructure

Student Safety and Comfort

This section covers issues and countermeasures related to the safety and comfort of CPS students as they walk and bicycle to school.

Pedestrian and Bicycle Safety Education

Young children may have difficulty judging such things as the speed of cars, when it is safe to cross, where to position themselves on the sidewalk while waiting to cross, and how to walk along the road. Pedestrian and bicycle infrastructure (e.g., crosswalks and bike lanes) is most effective when used properly. When everyone understands the rules of the road and uses facilities as they are intended, it is easier to predict each other's movements and make decisions that keep everyone safe. Parents who are

confident that their children have the skills needed to make smart decisions are more likely to encourage walking and biking to school.

Safe walking and biking behavior comes from repeated skills practice rather than intuition. Pedestrian and bicycle safety skills can be introduced as early as kindergarten and developed throughout a child's school career. Middle school and high school students can serve as role models for younger students and can help communicate pedestrian and bicycle safety messages.

The CPS SRTS program has initiated several programs that address pedestrian and bicycle safety education. These efforts are focused on after school and 5th quarter (after school) programming, because of the difficulty of introducing pedestrian and bicycle safety-related changes into the regular curriculum.

Figure 5: Classroom Education on Biking

(Source: ODOT)

Twenty percent of Principal Survey respondents said they were currently implementing pedestrian safety education at their school and 13% said they were currently implementing bicycle safety education. Interest in pursuing pedestrian and bicycle education in the future was much greater, with 60% of survey respondents indicating they would like to implement pedestrian safety education in the future and 47% percent of survey responses saying they would like to implement bicycle safety education in the future.

The countermeasures recommended in **Table 6** are aimed at continuing and expanding pedestrian and bicycle safety education efforts throughout the district.

Table 6: Countermeasures for Pedestrian and Bicycle Safety Education

Countermeasure	Es Addressed	Countermeasure Type
Promote ODOT's "Every Move You Make, Make it Safe" marketing campaign (with new "Safe Out the Door" music video).	Education, Encouragement	Non-infrastructure
Launch SRTS World on Clever Crazes for Kids website.	Education, Encouragement	Non-infrastructure
Complete SRTS curriculum and integrate into after-school instruction and 5th quarter programming. See Appendix C for a list of schools that have indicated an interest in pedestrian and bicycle safety education.	Education, Encouragement	Non-infrastructure
Continue incorporating SRTS content through the BRIDGES program and ALI's Eco-Mentoring program at Hughes STEM High School.	Education, Encouragement	Non-infrastructure
Develop a bicycle education program that includes a mobile training unit equipped with bicycles, helmets, etc.	Education, Encouragement	Non-infrastructure

Countermeasure	Es Addressed	Countermeasure Type
Provide Operation Lifesaver railroad safety education in classrooms and to parents. Visit http://oli.org/ for more information on Operation Lifesaver education programs.	Education, Encouragement	Non-infrastructure
Provide summer SRTS programming at Hughes STEM High School.	Education, Encouragement	Non-infrastructure
Establish a monthly walk to school day.	Education, Encouragement	Non-infrastructure

On-Campus Pedestrian and Bicycle Accommodations

The school campus is the final destination for all trips to school and the starting point for all trips from school. Consequently, the presence or absence of appropriate on-campus pedestrian and bicycle accommodation can have a significant impact on the safety and comfort of student walkers and bikers, which can also influence the number of students who bike and walk.

Common issues associated with pedestrian and bicycle accommodations on school campuses include:

- Campus sidewalk/path system does not provide convenient, comfortable, and/or accessible connections to off-campus sidewalks and paths.
- Marked crosswalks are not provided at locations where the campus sidewalk/path system intersects school driveways and parking lots.
- No bicycle racks are provided, or existing bicycle racks are difficult to use, in poor repair, not in a secure location, and/or not protected from rain and snow.
- Driveways and curb radii are wider than necessary to accommodate cars and bus, increasing pedestrian crossing distances and exposure.

Figure 6: Bicycle parking on a hard surface and in a secure area makes it more attractive to use.

(Source: Cincinnati SRTS Team)

The most recent iteration of CPS Facilities Master Plan recognizes the importance of appropriate pedestrian and bicycle accommodation on school campus. Among other things, it requires all school campuses to have bicycle racks.

The countermeasures recommended in **Table 7** are aimed at ensuring appropriate pedestrian and bicycle accommodation on CPS campuses.

Table 7: Countermeasures for Pedestrian and Bicycle Accommodation

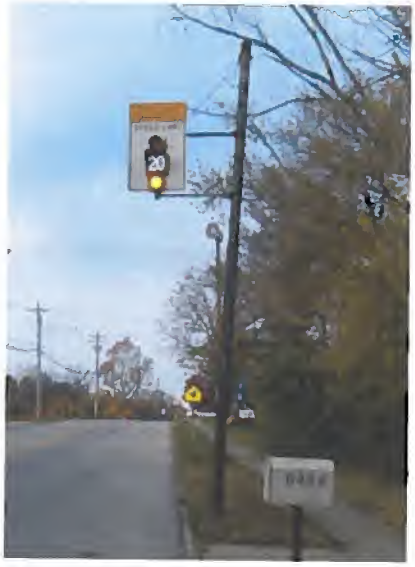
Countermeasure	Es Addressed	Countermeasure Type
Provide bicycle racks at all neighborhood schools that are easy to use, in good repair, in a secure location, and, if possible, protected from rain and snow.	Engineering	Infrastructure
Provide pedestrian pathways between school entrances and sidewalks and pathways adjacent school properties.	Engineering	Infrastructure

Countermeasure	Es Addressed	Countermeasure Type
Provide crossing facilities at locations where pedestrian pathways intersect school driveways and parking lots.	Engineering	Infrastructure

Driver Awareness of School Zones

The school zone is generally referred to as the roadway(s) adjacent to the school within a one to two block radius. Drivers from outside of the local community may be unaware when they are driving through a school zone and may not exercise appropriate caution, including moderating speed and looking out for student pedestrians and bicyclists. School zone signs and markings help increase awareness of the school zone and communicate the need for special care and attention.

Figure 7: School speed limit sign with flashing beacons in front of Sands Montessori.



(Source: Cincinnati SRTS Team)

Eighty percent of respondents to the CPS Principal Survey reported that school zone signs were used to identify their school's school zone. Forty-one percent reported that flashing beacons were used for this purpose, followed by 11% reporting SCHOOL pavement markings and 7% reporting speed feedback sign.

The Ohio Revised Code establishes a 20 mile per hour speed limit for school zones during school arrival and dismissal. The Ohio Manual of Uniform Traffic Control Devices establishes standards and guidelines for school zone signs and markings. The current edition was published on January 13, 2012, and goes into effect on April 12, 2012.

The countermeasures recommended in **Table 8** are aimed at increasing awareness of the school zone.

Table 8: Countermeasures to Increase School Zone Awareness

Countermeasure	Es Addressed	Countermeasure Type
Add school zone signage and markings where appropriate.	Engineering	Infrastructure
Install flashing school zone beacons and speed feedback signs where appropriate.	Engineering	Infrastructure
Update existing school zone signage and markings to meet new Ohio MUTCD standard.	Engineering	Infrastructure
Provide parents with information regarding driver and pedestrian safety within the school zone.	Education	Non-Infrastructure
Collaborate with property owners in the school zone or along school routes to install yard signs warning drivers to moderate their speed and look out for student pedestrians and bicyclists. The signs might incorporate a CPS SRTS Program logo designed by students.	Education	Non-Infrastructure
Install community signage promoting SRTS.	Education, Encouragement	Non-infrastructure

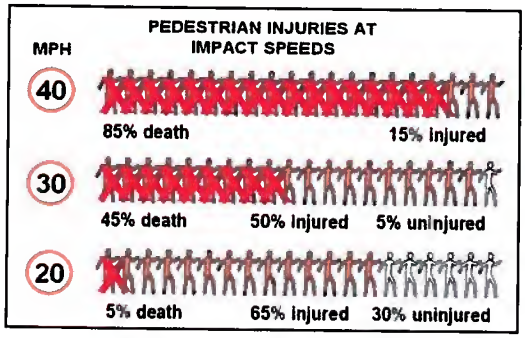
Driver Behaviors

Today's drivers are often eating, using phones or other devices, and operating various buttons within their vehicles all while traveling at speeds typically much higher than the posted speed limits. They may be distracted, which puts pedestrians, and other motorists, at risk. Without the distractions of cell phones and PDAs, a driver needs nearly 200 feet to stop a vehicle moving at just 30 MPH.[1] Driving distracted significantly reduces the driver's reaction time, which is critical if drivers are traveling at high speeds.

Traffic speeds along routes to school are a major concern for CPS parents and students. Forty-six percent of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that the "speed of traffic" affected their decision. In addition, 40% of principals ranked "speed of traffic along key student walking and bicycling routes" as one of the top three barriers at their school to walking and bicycling to/from their school.

The odds of a pedestrian dying in a collision with a motor vehicle increase dramatically with vehicular speeds. For example, a pedestrian hit by a vehicle traveling at 20 MPH has 95% chance of survival while a pedestrian hit by a vehicle traveling 40 MPH has only a 15% chance of survival (See **Figure 8**).[2]

Figure 8



(Source: PBIC Image Library)

The CPS SRTS Program has worked closely with Cincinnati Police to address concerns about driver behaviors near CPS schools. For example, the Police Department installed a speed wagon on Hillside Avenue, which is the new entrance location for Saylor Park School, in response to concerns about speeding.

The countermeasures recommended in **Table 9** are aimed at encouraging and enforcing safe driver behaviors near CPS schools.

[1] *Dangerous by Design,* Transportation for America and Surface Transportation Policy Partnership, 2009.

[2] *Killing Speed and Saving Lives*, UK Department of Transportation, London, 1987.

Table 9: Countermeasures to Encourage and Enforcing Safe Driver Behaviors

Countermeasure	Es Addressed	Countermeasure Type
Implement traffic calming measures (traffic circles, chicanes, speed humps, road diets, etc.) at problem locations, where feasible.	Engineering	Infrastructure
Conduct speed studies at locations where speeding is suspected/identified as a concern.	Enforcement	Non-infrastructure
Install speed feedback signs at problem locations.	Enforcement	Non-infrastructure
Encourage CPS parents and high school students to sign a pledge that they will avoid distracted driving, drive at a safe speed, and abide by traffic laws, especially during school arrival and dismissal times.	Education	Non-infrastructure
Initiate progressive ticketing at problem locations. Also initiate double fines for speeding in school zones.	Enforcement	Non-infrastructure
Establish a district-wide speed reduction and/or "No Phone Zone" campaign. See Appendix C for a list of schools that have indicated an interest in launching a "No Phone Zone" and speed reeducation campaigns.	Education	Non-infrastructure

Volume of Vehicular Traffic along Student Walking and Biking Routes

The volume of traffic along student walking and biking routes is a significant concern for parents of CPS students. Forty-seven percent of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that the "speed of traffic" affected their decision. In addition, 40% of principals ranked "volume of traffic along key student walking and bicycling routes" as one of the top three barriers at their school to walking and bicycling to/from their school.

Traffic volumes along walking and biking routes present several challenges for student pedestrians and bicyclists. High traffic volumes make it difficult for students to cross the street, even with pedestrian signals and other crossing assistance devices. This can be nerve-wracking for parents of elementary-aged children, knowing that the students are still learning how to judge the speed of cars and how to cross within the gaps of cars. High traffic volumes also contribute to the perception of the street as a place dominated by automobiles where pedestrians and bicyclists are unsafe and unwelcome.

With studies suggesting that 10-14% of morning traffic is school-related,[3] one of the best ways to reduce traffic congestion may be to encourage families traveling to and from school to substitute car trips with walking and biking tips. This can initiate a virtuous cycle, whereby more students walking and biking to school results in lower traffic volumes along school walking and biking routes, which further increases the attractiveness of walking and biking. Other strategies for reducing traffic volumes along student walking and biking routes include encouraging carpools and establishing remote drop-off locations or bus hubs where students are dropped off at locations within walking distances of the school that are vetted for safe walking and biking. This has the benefit of dispersing traffic around the school, rather

[3] *Safe Routes to School: Helping Communities Save Lives and Dollars,* Safe Route to School National Partnership, 2011

than concentrating it immediately around the campus, and may reduce transportation costs for the districts.

The CPS SRTS Program has established the goal of putting on at least one district-wide event every quarter to encourage safe walking and bicycling to school, and has supported walking school buses at several schools. CPS is also looking into the potential for establishing bus hubs.

The countermeasures recommended in **Table 10** are aimed at reducing traffic volumes along student walking and biking routes.

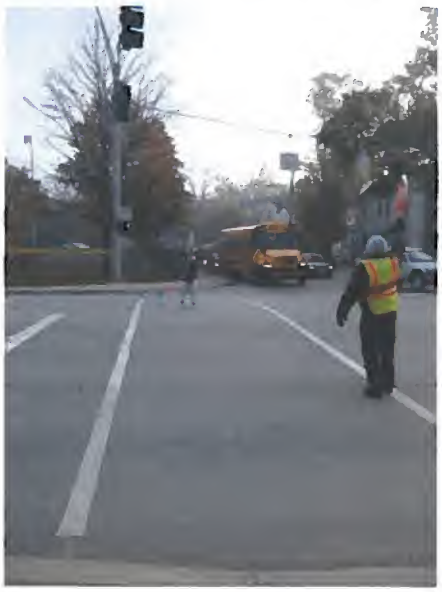
Table 10: Countermeasures to Reduce Traffic

Countermeasure	Es Addressed	Countermeasure Type
Continue putting on at least one district-wide encouragement event every quarter. See Appendix C for a list of schools that have indicated an interest in International Walk to School Day.	Encouragement	Non-infrastructure
Establish a monthly walk to school day.	Education, Encouragement	Non-infrastructure
Enable school bus drivers to drop-off/ pick-up students at remote locations on designated walk/bike to school days.	Encouragement	Non-infrastructure
Encourage and facilitate carpooling. See Appendix C for a list of schools that have indicated an interest in carpools.	Encouragement	Non-infrastructure
Establish remote drop-off/pick-up locations and/or bus hubs.	Encouragement	Non-infrastructure
Establish a CPS-Sponsored Mileage Club or Contest.	Encouragement	Non-infrastructure

Student Safety and Comfort at Intersections and Crossings

Within Cincinnati many of the primary and secondary roadways are designed with motorists in mind. In fact, the primary consideration is generally the efficient movement of motorists which in most instances warrants wider roadways with multiple lanes and limited pedestrian crossing cycles at signalized intersections. Several of these streets can accommodate relatively high volumes and traveling at higher speeds than what are posted, which can impact the safety of the crossing for all pedestrians. In Cincinnati, most students' routes to and from school require crossing roads like these. The wider and busier the streets are, the more difficult it is for children to safely cross; this is especially true for young pedestrians, who cross at a slower pace than adults and who do not have the same awareness of traffic as adults.

Figure 9: Crossings should include marked crosswalks and crossing guards, like this one at Riverview East.



(Source: Cincinnati SRTS Team)

Vehicular traffic is only part of the issue. Students are generally driven to their destinations (school, errands, entertainment, etc.), and do not take many walking trips with their families. As a result, they have fewer opportunities to practice safe crossing

skills at intersections and crossings with adult supervision. Creating a consistent, structured curriculum is a key countermeasure recommended in this plan.

Safety at intersections and crossings is a key concern for CPS parents. Forty-five percent of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that the "safety at intersections and crossings" affected their decision. In addition, 36% of principals ranked "safety at intersections and crossings" as one of the top three barriers at their school to walking and bicycling to/from their school.

Safety at intersections and crossings was also a primary consideration in the development of priority corridors for CPS schools. The design and simplicity of the crossing was considered important for children's safe passage. The development of safe and accessible crossings for children is guided by several key principles including the need to: establish or identify good crossing locations, reduce crossing distances, provide crossings that are direct so that children with visual impairments can easily negotiate them, use appropriate traffic controls, such as marked crosswalks, traffic signals and warning signs or flashers, and slow motor vehicle speeds. The countermeasures recommended in **Table 11** are aimed at creating safer and more accessible crossings based on these principles.

Table 11: Countermeasures to Improve Crossings

Countermeasure	Es Addressed	Countermeasure Type
Work with Cincinnati Police Department to provide crossing guards at key student crossing locations where traffic conditions warrant crossing guard assistance.	Enforcement	Non-infrastructure
Implement traffic calming measures at key student crossing locations to reduce motor vehicle speeds and encourage yielding.	Engineering	Infrastructure
Install median crossing islands where feasible and appropriate.	Engineering	Infrastructure
Reduce pedestrian crossing distance where feasible and appropriate.	Engineering	Infrastructure
Mark and sign crosswalks at key student crossing locations.	Engineering	Infrastructure
Install pedestrian countdown signals to provide pedestrians with a better understanding of the time remaining for crossing, where feasible.	Engineering	Infrastructure
Establish leading pedestrian intervals to reduce conflicts between pedestrians and turning vehicles where appropriate.	Engineering	Infrastructure
Implement no right-turn on red restrictions to reduce conflicts between pedestrians and turning vehicles where appropriate.	Engineering	Infrastructure
Mark stand back lines at crossings as a visual queue to students regarding where to stand while waiting to cross.	Engineering	Infrastructure

Student Safety and Comfort along the School Route

A common barrier to walking or biking to school is the lack of a safe, convenient, and accessible route to school. Students may live within walking distance of a school (typically one mile or less for elementary school students), but due to traffic conditions and the lack of convenient routes with continuous and

accessible sidewalks or paths, parents will drive their children to school rather than allow them to walk and bike. Lacking safe, convenient, and accessible routes is especially an issue for many Cincinnati students as CPS does not typically provide busing to those students who live within a one-mile radius of school. If parents cannot identify a safe and convenient route for their child to use, they will choose to drive them instead, which increases traffic congestion around schools and deprives students of the benefits of walking and biking to school.

Although there are sidewalks along most streets in Cincinnati, locations where sidewalks are missing, inaccessible, or in poor repair can be a significant barrier for student walkers and bikers. Approximately 20% of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that "sidewalks and pathways" affected their decision. In addition, 27% of principals ranked "lack of sidewalks or pathways" as one of the top three barriers at their school to walking and bicycling to/from their school.

The availability of bicycle facilities such as bicycle lanes and shared-use paths on the route to school can be an important consideration for student bikers. The Cincinnati Bicycle Transportation plan includes strategies for "implementing a comprehensive and continuous network of bicycle facilities in the city for bicycle transportation and recreation" and for "continuing development of off-street shared use paths to create a connected trail system and to augment and support the on-street bicycle network." Cincinnati's Bicycle Program is currently implementing the Bicycle Transportation plan and has successfully implemented many projects, including striping seven miles of bicycle lanes, creating 12 miles of shared-use paths.

One issue that is often overlooked for student routes to school is lighting. For several months of the year, students are leaving their homes before the sun rises and for some students, they are leaving after school activities after the sun sets. Visibility is a key safety issue and lack of pedestrian scale lighting can be a deterrent for many families to allow their children to walk or bike to school. The absence of lighting can also make a route seem uninviting and insecure. Even when lighting is provided, it is important to teach students how to safely walk and bike during dark hours. This includes wearing bright and reflective clothing, carrying flashlights and being extra cautious when crossing the street. Providing pedestrian-scale lighting, and teaching students how to safely travel during dark and dusk hours, will make the routes safer for all users. It should be noted that the City of Cincinnati provides lighting along all city streets. Specific pedestrian lighting is only incorporated in neighborhood business districts.

There are additional benefits to improving walking and biking routes to school. When schools are located in neighborhoods, often the streets that students take to school are the streets that others take to work, to run errands, or visit friends. All community members will benefit from new or improved sidewalks, trails, bike lanes and street lighting. These facilities create safe places for everyone to walk and bike, and they also remind drivers that pedestrians and bicyclists are likely to be present and deserve a place in the greater transportation network.

The countermeasures recommended in **Table 12** are aimed at creating safe, convenient, and accessible routes to school.

Table 12: Countermeasures to Improve Routes to School

Countermeasure	Es Addressed	Countermeasure Type
Implement and continue to update the Cincinnati Bicycle Transportation Plan.	All	City, School District Policies
Work with the city to investigate locations along school walking routes where sidewalks are in poor condition.	Engineering	City, School District Policies
Work with ODOT to schedule walking school bus training in Cincinnati.	Education	Non-infrastructure
Continue walking school bus program at current schools and expand to new schools. See Appendix C for a list of schools that have indicated an interest in walking school buses.	Encouragement, Education	Non-infrastructure
Continue encouraging school SRTS champions to attend ODOT-sponsored walking school bus trainings.	Education	Non-infrastructure
Partner with local high schools to include walking school buses as a community service project.	Education	Non-infrastructure
Where busing routes must be cut, train bus drivers to lead walking school buses.	Education	Non-infrastructure

Arrival and Dismissal Procedures

Finding the best process for both morning arrival and afternoon dismissal is a challenge. Ideally, the processes are safe, orderly, efficient, and convenient for everyone. Sometimes, however, these processes result in long lines of family vehicles overflowing onto the street waiting to get into the school driveway while buses load or unload. If the campus and school zone appear crowded and chaotic, parents are less likely to encourage students to walk or bike to school. Conversely, the less crowded and chaotic the campus and school zone appear during arrival and dismissal times, the more likely parents are to encourage walking and bicycling.

Figure 10: Chaotic pick-up and drop-off procedures can be unsafe.

(Source: Cincinnati SRTS Team)

Most respondents to the CPS Principal Survey said their school's arrival and dismissal processes worked "excellent" or "good" for pedestrians and bicyclists. However, approximately one in ten respondents gave their arrival process a "fair" or "poor" rating, and nearly one in five respondents described their dismissal process as "fair" or "poor" for pedestrians and bicyclists. Almost half of survey respondents (44%) said they were interested in receiving expert advice on how to improve their arrival and dismissal processes.

Arrival and dismissal procedures need to address how student pedestrians and bicyclists safely maneuver through the mix of school buses and family vehicles on the school campus. The most difficult challenge for establishing safe and effective arrival and dismissal procedures is that every school and

campus is different. For some schools the problem might stem from a lack of queuing space on campus. At others, the main issue might be timing how students access and exit the campus by mode. The CPS SRTS Program appreciates that there is not a one-size-fits-all solution for arrival and dismissal; however, there are issues that schools likely have in common, such as traffic congestions.

The countermeasures recommended in **Table 13** are aimed at improving arrival and dismissal processes addressing these common issues as well as by addressing specific issues at schools that have requested expert advice.

Table 13: Countermeasures to Improving Arrival and Dismissal Processes

Countermeasure	Es Addressed	Countermeasure Type
Utilize AAA's Student Safety Patrol program to help facilitate arrival and dismissal processes on school grounds.	Enforcement, Education	Non-Infrastructure
Develop and distribute an arrival and dismissal best practices document. Among other things, this document should suggest dismissing walkers and bikers earlier than bus and car riders to avoid conflicts between walkers and bicyclists and motor vehicle traffic and to provide added encouragement for walking and bicycling. See Appendix C for a list of schools with an interest in observing arrival and dismissal.	Education	Non-infrastructure
Provide direct assistance on arrival and dismissal procedures to schools that request it. See Appendix C for a list of schools that have indicated an interest in direct assistance with arrival and dismissal procedures.	Education	Non-infrastructure

Adult Supervision

Parents generally appreciate the benefits of walking and biking to school. They recognize that walking and biking are healthy activities that children enjoy. While many parents would consider allowing their children to walk or bike to school, a key barrier may be lack of adult supervision.

Fifteen percent of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that "adults to walk and bike with" affected their decision. In addition, 27% of principals ranked "lack of adult supervision" as one of the top three barriers at their school to walking and bicycling to/from their school.

Figure 11: Adult-led walking groups.

(Source: Carmen Burks)

The CPS SRTS Program understands that while many parents cannot commit to walking or biking with their children to and from school every day, they may be able to take a morning or afternoon trip once a week. Therefore, if students could walk or bike in groups with a rotating adult leader more students could have the opportunity to walk or bike to school more often.

The CPS SRTS Program has supported the creation of walking school buses at CPS schools. Currently, 11 walking school buses operate at four CPS schools: Rees E. Price Academy, Rockdale Academy, Woodford Paideia Academy, and Sands Montessori School. The CPS SRTS Program has also encouraged school SRTS champions to attend walking school bus training sessions sponsored by the ODOT.

The countermeasures recommended in **Table 14** are aimed at initiating and organizing adult-led walking and biking groups to and from CPS schools. Adult leaders can include parents, grandparents, or even high school students working on community service projects.

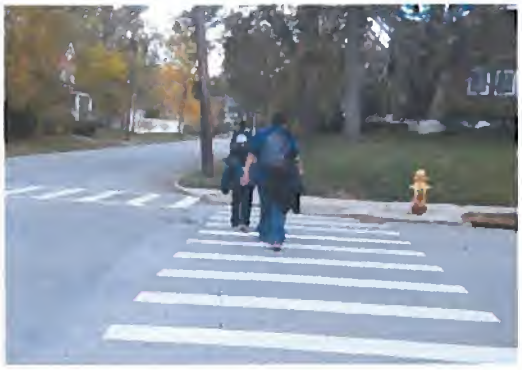
Table 14: Countermeasures to Improve Adult-Led Walking and Biking

Countermeasure	Es Addressed	Countermeasure Type
Work with ODOT to schedule walking school bus training in Cincinnati.	Education	Non-infrastructure
Continue walking school bus program at current schools and expand to new schools. See Appendix C for a list of schools that have indicated an interest in walking school buses.	Encouragement, Education	Non-infrastructure
Continue encouraging school SRTS champions to attend ODOT-sponsored walking school bus trainings.	Education	Non-infrastructure
Partner with local high schools to include walking school buses as a community service project.	Education	Non-infrastructure
Where busing routes must be cut, train bus drivers to lead walking school buses.	Education	Non-infrastructure

Personal Security

Personal security concerns can be a critical barrier for students who want to walk or bike to school. Children deserve to feel safe on their routes to and from school. When implementing an SRTS program, it is important to address both actual and perceived safety issues. If parents believe that a school route poses a threat to personal security, it is unlikely that they will allow their child to walk or bike to school.

Figure 12: Students deserve to feel safe when walking or bicycling to school.



(Source: Cincinnati SRTS Team)

Personal security is the top concern for CPS parents who are considering whether to allow their children to walk and bike to school. Fifty-four percent of parents who responded to the Parent Survey and whose children currently do not walk or bicycle to school reported that the "violence" affected their decision. In addition, 24% of principals ranked "concern about violence or crime" as one of the top three barriers at their school to walking and bicycling to/from their school.

Issues related to personal security cover a wide range of topics that affect the environment inside the school as well as along the school routes. These can include bullying, violent crime, abduction, and gang activity.

The CPS SRTS Program has addressed concerns about personal security by supporting implementation of the Olweus Bullying Prevention Program at six district schools. At the policy level, CPS addresses personal security through the district-wide Code of Conduct, which is in effect "before, during and after school ... in school buildings, on school grounds, at school-related activities, and on the way to and from school."

Additional countermeasures to address personal security include education and awareness campaigns covering both bullying and gang issues. The CPS SRTS Program also organizes programs for corner captains, neighborhood watch and safe havens, which help monitor safety issues along school routes. Finally, CPS plans to engage local law enforcement on those areas that would benefit from targeted efforts.

The countermeasures recommended in **Table 15** are aimed at alleviating parents' concerns and improving personal security for CPS students as they walk or bike to school.

Table 15: Countermeasures for Improve Personal Security

Countermeasure	Es Addressed	Countermeasure Type
Develop and implement a strategy for educating parents regarding personal security issues related to walking and biking to school.	Education	Non-infrastructure
Partner with organizations whose mission includes addressing youth personal security issues. Consider including a representatives from such organizations on the SRTS Steering Committee. Implement a gang avoidance education program. See Appendix C for a list of schools that have indicated an interest in personal security education.	Education, Enforcement	Non-infrastructure
Partner with law enforcement on targeted security efforts.	Enforcement	Non-infrastructure
Continue implementation of successful anti-bullying programs and expand them to additional schools.	Education	Non-infrastructure
Implement a program similar to Chicago Public Schools' Safe Passages, in which adult volunteers in high-crime neighborhoods monitor and report criminal activity during school arrival and dismissal times.	Enforcement	Non-infrastructure

SRTS Program Sustainability

This section covers issues and countermeasures associated with sustaining the SRTS Steering Committee and implementing the recommendations in this plan. Sustainable SRTS programs are more likely to attain the desired goals and objectives. The infrastructure and non-infrastructure countermeasures identified in the Action Plan may take several years to implement. Education, Encouragement, Enforcement, and Evaluation strategies must often be implemented continuously in order to be effective, since it may take some time for key messages to resonate within school and community populations that are in a constant state of flux. This is why creating a sustainable structure for an SRTS program is so important.

Countermeasures for creating a sustainable SRTS program are included in **Table 16**.

Table 16: Countermeasures for a Sustainable SRTS Program

Countermeasure	Es Addressed	Countermeasure Type
Continue employing a full-time SRTS coordinator.	All	City, School District Policies
Find assistant for SRTS Director or consultant to assist in implementation of the many programs.	All	Non-infrastructure
Recruit new Steering Committee members. Include a local school SRTS champions and a parent/PTA representative.	All	Non-infrastructure
Establish a calendar. Create an annual calendar of SRTS activities for the district. Determine where and how frequently the Steering Committee will meet. Include a timeline for evaluations, which should occur at least annually.	All	Non-infrastructure
Identify a person or people to coordinate implementation of high-priority countermeasures. Identifying a lead coordinator is important to building and maintaining momentum for implementation. The lead coordinator initiates coordination efforts and maintains momentum through planning and implementation by assembling a coordination team, scheduling meetings, and ensuring that necessary tasks get done.	All	Non-infrastructure
Monitor and Evaluate. Establish measurable goals and conduct regular reviews to determine progress toward meeting them.	Evaluation	Non-infrastructure
Summer interns to assist in project design and implementation.	All	Non-infrastructure
Engage partners by reviewing the partner list included this plan, supplementing it based on SRTS Steering Committee knowledge, and reaching out. Partners provide support with coordination, logistics, or needed materials.	All	Non-infrastructure
Identify potential funding sources for high-priority projects and programs.	All	Non-infrastructure
Identify stakeholders and keep them informed about CPS SRTS Program implementation. Stakeholders are people who should be consulted when planning and implementing a SRTS program but may not necessarily contribute in an active way. Potential stake holders include residents and business owners with properties adjacent to proposed improvements.	All	Non-infrastructure
Purchase special event materials, such as a table top exhibit or booth.	All	Non-infrastructure

5.0: PRIORITIZED STRATEGIES

This chapter includes an Action Plan for implementing the countermeasures recommended in **4.0: Issues and Countermeasures**. The recommended countermeasures are for planning purposes only and may require further analysis, design, and public input prior to implementation. The Action Plan brings together key information for the implementation of each countermeasure, including:

- A brief description of the countermeasure.
- The priority of the countermeasure (see comments on prioritization below).
- The expected timeframe for implementation of the countermeasure.
- The estimated cost of the countermeasure and potential sources of funding for implementation (non-infrastructure and infrastructure countermeasures only).
- The schools and number of students affected (non-infrastructure and infrastructure countermeasures only).
- The steering committee member or committee responsible for overseeing countermeasure implementation.
- Potential partners (non-infrastructure countermeasures only).
- The existing status of the countermeasure, i.e. whether or not the countermeasure is pending implementation, currently being implemented, or implementation complete.

The Action Plan is divided into three tables: **Table 17** includes countermeasures addressing CPS and City of Cincinnati policies, procedures, and plans; **Table 18** includes non-infrastructure countermeasures; and **Table 19** includes infrastructure countermeasures. It should be noted that the CPS Steering Committee will update the details of these tables as appropriate to reflect changes in countermeasure status, steering committee priorities, and available human, financial, and material resources.

Notes on Prioritization, Timeframes, and Estimated Cost

A key purpose of the Action Plan is to communicate information about the priority and timeframe (or sequencing) of each countermeasure. The following sections provide information on how priorities and timeframes were assigned.

Notes on Prioritization

The Action Plan distinguishes "high" priority countermeasures from other countermeasures. The CPS SRTS Steering Committee prioritized the recommended school/city policy countermeasures and non-infrastructure countermeasures based on the following criteria:

- Feasibility, including estimated costs.
- Alignment with the Steering Committee's vision and goals for this STP.

The study team prioritized recommended infrastructure countermeasures with a prioritization matrix that included the following factors:

- Pedestrian and bicycle potential, including proximity to a priority corridor and proximity to K-8 schools.
- Pedestrian and bicycle deficiency, including sidewalk gaps, high-speed/high-volume roads, and crashes involving pedestrians or bicyclists.
- Support, including local school participation in SRTS-related activities such as International Walk to School Day and bicycle and pedestrian safety education, and priorities identified by the SRTS Steering Committee, study team, and Principal Survey respondents.
- Feasibility, including estimated project cost and whether right-of-way (ROW) would be required.
- School demographics, including percent of students classified as economically disadvantaged or as having disabilities.

The matrix used to calculate priorities is included as **Appendix H**. The matrix shows the definition, scoring, and weight assigned to each criterion used in the prioritization.

Notes on Timeframe

The following timeframes were assigned to each recommended countermeasure:

- Within 1 year
- Within 2 years
- Within 5 years
- Over 5 years

The CPS SRTS Steering Committee assigned timeframes to school/city policy and non-infrastructure countermeasures based on the committee's judgment regarding the best way to sequence the countermeasures.

The study team assigned estimated timeframes to each infrastructure countermeasure. The estimated timeframe represents an estimate of the amount of time that would likely be required to implement the recommended countermeasure once the project is approved and funding is programmed. Actual timeframes may vary depending on a variety of factors, including site characteristics, right-of-way acquisition, environmental regulations, lead agency, and the design and construction process.

Notes on Estimated Cost

The following estimated costs were assigned to each recommended countermeasure:

- Low cost = $20,000 or lower
- Medium cost = between $20,000 and $150,000
- High cost = $150,000 or higher

These ranges are based on those in ODOT's existing STP guidelines. The estimated cost represents an estimate of the design and implementation cost for each recommended countermeasure. The actual cost may vary depending on a variety of factors, including site characteristics, right-of-way acquisition, and the design and construction process.

Table 17: Countermeasures Addressing School and City Policies

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Responsible Party	Steering Committee Lead	Status
Incorporate the CPS STP into Plan Cincinnati by reference or as an appendix.	City Support for SRTS	All	High	Within 1 year, one time	Dept. of Planning and Buildings, Livable Communities Committee	Carmen Burks, Barb Wriston-Ruddy	Not yet implemented
Seek formal adoption of the CPS STP by the City Council.	City Support for SRTS	All	High	Within 1 year, one time	City Council, Vice Mayor's Office (Jennifer O'Donnel)	Carmen Burks	Currently implementing
Continue providing regular updates to the CPS Board of Education regarding the progress of the SRTS initiative.	School District Support for SRTS	All	High	Within 1 year, one time	Steering Committee	Carmen Burks	Currently implementing
Obtain CPS approval of STP.	School District Support for SRTS	All	High	Within 1 year, one time	Steering Committee	Carmen Burks	Not yet implemented
Obtain CPS Board of Education approval of STP.	School District Support for SRTS	All	High	Within 1 year, one time	Steering Committee	Carmen Burks	Not yet implemented
Continue the City's participation on the Steering Committee. Participation from the Police Department, Health Department, Department of Planning and Buildings, and Transportation and Engineering Department is especially important.	City Support for SRTS	All	High	Within 1 year, ongoing	Steering Committee	Carmen Burks	Currently implementing
Invite city leadership, including the Mayor, City Council Members, and department administrators to participate in high-profile SRTS-sponsored activities, such as Walk to School Day.	City Support for SRTS	All	High	Within 1 year, ongoing	Steering Committee	Carmen Burks	Currently implementing
Look for opportunities to include CPS STP infrastructure priorities in planned roadway improvement projects. Ensure that STP infrastructure priorities are reflected in the annual CIP process.	City Support for SRTS	Engineering	High	Within 1 year, ongoing	Dept. of Transportation and Engineering (Marty)	Rod Trombley, Bill Ruehr	Not yet implemented
Request that members of the school board participate in SRTS activities (e.g. Walk to School Day).	School District Support for SRTS	All	High	Within 1 year, ongoing	Steering Committee	Carmen Burks	Currently implementing
Continue employing a full-time SRTS coordinator.	School District Support for SRTS, SRTS Program Sustainability	All	High	Within 1 year, ongoing	Terry Elfers	Terry Elfers	Currently implementing
Implement and continue to update the Cincinnati Bicycle Transportation Plan.	Student Safety and Comfort along the School Route	All	Medium	Within 1 year, ongoing	Dept. of Transportation and Engineering	Don Burell	Currently implementing

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Responsible Party	Steering Committee Lead	Status
Amend CPS' Wellness Policy to encourage walking and bicycling to school as way for students to obtain regular physical activity and reduce motor vehicle traffic and air pollution in the vicinity of schools. Educate principals and school wellness committees regarding the policy change and implementation expectations. Provide resources and curriculum goals to help with implementation.	School District Support for SRTS	Encouragement	Medium	Within 2 years, one time	Health and Wellness Advisory Committee	Carmen Burks	Not yet implemented
Identify and task appropriate CPS staff (or SRTS teams) with creating and distributing school walking and bicycling maps.	School District Support for SRTS	Encouragement	Medium	Within 2 years, one time	ALL	Ginny Frazier	Not yet implemented
Expand the SRTS presence on the CPS website by: 1) continuing the SRTS program webpage and make it easier to find from the CPS homepage; 2) adding the district-wide STP and school-specific STPs to the website as they are completed; 3) adding SRTS content to the district's online calendar, IamCPS.org, Media Relations page, Student Opportunities page, and other relevant pages on the website.	School District Support for SRTS	Education, Encouragement	Medium	Within 2 years, ongoing	Steering Committee, CPS Administration	Carmen Burks	Not yet implemented
Amend Bicycle Transportation Plan to prioritize bicycle improvements near schools, bicycle safety education for children, and other SRTS-related bicycle activities.	City Support for SRTS	All	Low	Within 2 years, one time	Dept. of Transportation and Engineering	Don Burell	Not yet implemented
Modify the CPS Transportation Director's job description to include responsibility for student pedestrian and bicyclist safety.	School District Support for SRTS	All	Low	Within 2 years, one time	Transportation Office	Don Burell	Not yet implemented
Work with the city to investigate locations along school walking routes where sidewalks are in poor condition.	Student Safety and Comfort along the School Route	Engineering	Low	Within 2 years, one time	Dept. of Transportation and Engineering	Bill Ruehr	Not yet implemented
Develop a pedestrian master plan that prioritizes pedestrian infrastructure improvements near schools and includes education, encouragement, and enforcement elements.	City Support for SRTS	All	Low	Within 5 years, one time	Dept. of Planning and Buildings	Don Burell	Not yet implemented

Table 18: Non-Infrastructure Countermeasures

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Find assistant for SRTS Director or consultant to assist in implementation of the many programs.	SRTS Program Sustainability	All	High	Within 1 year	Low Cost	SRTS	Steering Committee	Carmen Burks		Not yet implemented
Continue cultivating local school SRTS champions.	Local School Support for SRTS	All	High	Within 1 year	Low Cost	SRTS	Steering Committee	Carmen Burks	All	Currently implementing
Include an SRTS champion on the SRTS Steering Committee.	Local School Support for SRTS	All	High	Within 1 year	Low Cost	SRTS	Steering Committee	Carmen Burks	Julie Doppler	Not yet implemented
Establish fund to pay for local school SRTS materials, e.g., flyers, signage, whistles, vests, etc.	Local School Support for SRTS	All	High	Within 1 year, as needed	Medium Cost	SRTS	School Resource Officers	Carmen Burks		Not yet implemented
Provide parents with information regarding driver and pedestrian safety within the school zone.	Driver Awareness off School Zone	Education	High	Within 1 year, at the start of every semester	Low Cost	SRTS	Steering Committee	Cheryl Parker	Local Schools, SafeKids of Greater Cincinnati, Injury Free Coalition, Cincinnati Health Department, Police Department	Not yet implemented
Promote ODOT's "Every Move You Make, Make it Safe" Marketing campaign (with new "Safe Out the Door" music video).	Pedestrian and Bicycle Safety Education, Driver Behaviors	Education, Encouragement	High	Within 1 year, at the start of every semester	Low Cost	SRTS	Steering Committee	Carmen Burks	ODOT	Currently implementing
Utilize AAA's Student Safety Patrol program to help facilitate arrival and dismissal processes on school grounds.	Arrival and Dismissal Procedures	Enforcement, Education	High	Within 1 year, daily	Low Cost	SRTS	AAA	Cheryl Parker	AAA	Not yet implemented
Educate principals regarding liability for walking and bicycling to school. Some principals may be reluctant to encourage walking and bicycling to school due to concerns about liability.	Local School Support for SRTS	Education	High	Within 1 year, every August	Low Cost	SRTS	Steering Committee	Terry Elfers	CPS Legal Counsel	Not yet implemented
Encourage local schools to adopt policies supporting safe walking and bicycling to/from school and to inform parents of these policies. Provide principals and SRTS champions with guidance regarding how to formulate and communicate these policies.	Local School Support for SRTS	Education, Encouragement	High	Within 1 year, every August	Low Cost	SRTS	CPS Administration	Carmen Burks		Not yet implemented
Recruit new Steering Committee members. Include a local school SRTS champions and a parent/PTA representative.	SRTS Program Sustainability	All	High	Within 1 year, every August	Low Cost	SRTS	Steering Committee	All		Currently implementing
Provide guidance to local schools on how to involve parents in the SRTS program and communicate with parents regarding pedestrian and bicycle safety issues.	Parent/Caregiver Support for SRTS	All	High	Within 1 year, every fall	Low Cost	SRTS	Steering Committee	Don Burrell		Not yet implemented
Develop and implement a strategy for educating parents regarding personal security issues related to walking and biking to school.	Personal Security	Education	High	Within 1 year, every September	Low Cost	SRTS	Steering Committee	Ralph Ruwan	Police Department	Not yet implemented

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Establish a calendar. Create an annual calendar of SRTS activities for the district. Determine where and how frequently the Steering Committee will meet. Include a timeline for evaluations, which should occur at least annually.	SRTS Program Sustainability	All	High	Within 1 year, monthly	Low Cost	SRTS	Steering Committee	Carmen Burks	CPS Administration	Currently implementing
Work with ODOT to schedule walking school bus training in Cincinnati.	Adult Supervision	Education	High	Within 1 year, one time	Low Cost	SRTS	ODOT	Carmen Burks	ODOT	Not yet implemented
Launch SRTS World on Clever Crazes for Kids website.	Pedestrian and Bicycle Safety Education	Education, Encouragement	High	Within 1 year, one time	Low Cost	SRTS	Clever Crazes for Kids	Carmen Burks	Clever Crazes for Kids	Planned
Partner with organizations whose mission includes addressing youth personal security issues. Consider including a representatives from such organizations on the SRTS Steering Committee. Implement a gang avoidance education program. See Appendix C for a list of schools that have indicated an interest in personal security education.	Personal Security	Education, Enforcement	High	Within 1 year, one time	Low Cost	SRTS	Steering Committee	Ralph Ruwan, Carmen Burks		Not yet implemented
Continue walking school bus program at current schools and expand to new schools. See Appendix C for a list of schools that have indicated an interest in walking school buses.	Adult Supervision	Encouragement, Education	High	Within 1 year, ongoing	Low Cost	SRTS	Steering Committee	Carmen Burks	Local Schools	Currently implementing
Conduct speed studies at locations where speeding is suspected/identified as a concern.	Driver Behaviors	Enforcement	High	Within 1 year, ongoing	Low Cost	SRTS	Police Department	Ralph Ruwan	Police Department	Not yet implemented
Cultivate formation of local school SRTS committees. Provide principals and SRTS champions with guidance regarding who should be on the committee and how the committee should function. Potentially add SRTS program implementation to the responsibilities of the local school wellness committee.	Local School Support for SRTS	All	High	Within 1 year, ongoing	Low Cost	SRTS	Steering Committee	Carmen Burks, Marilyn Crumpton		Not yet implemented
Continue making presentations at back to school events, community council meetings, PTA and PTO meetings, and quarterly Local School Decision Making meetings . Encourage inclusion of parents and caregivers on local school SRTS committees.	Parent/Caregiver Support for SRTS	Education	High	Within 1 year, ongoing	Low Cost	SRTS	Steering Committee	Carmen Burks		Currently implementing
Include a PTA representative on the SRTS Steering Committee.	Parent/Caregiver Support for SRTS	All	High	Within 1 year, ongoing	Low Cost	SRTS	Steering Committee	Carmen Burks		Not yet implemented
Send parents recorded voicemails from CPS and from the Superintendent. Voicemails might address SRTS activities, pedestrian/bicycle safety, pedestrian/bicycle policies, and other SRTS-related issues.	Parent/Caregiver Support for SRTS	Education, Encouragement, Enforcement	High	Within 1 year, ongoing	Low Cost	SRTS	CPS Administration	Terry Elfers		Not yet implemented
Complete SRTS curriculum and integrate into after-school instruction and 5th quarter programming. See Appendix C for a list of schools that have indicated an interest in pedestrian and bicycle safety education.	Pedestrian and Bicycle Safety Education	Education, Encouragement	High	Within 1 year, ongoing	Low Cost	SRTS	Cincinnati Health Department	Carmen Burks	Cincinnati Health Department, local schools, CPS Administration	Planned
Continue incorporating SRTS content through the BRIDGES program and ALI's Eco-Mentoring program at Hughes STEM High School.	Pedestrian and Bicycle Safety Education	Education, Encouragement	High	Within 1 year, ongoing	Low Cost	SRTS	Hughes STEM High School	Carmen Burks	Hughes STEM High School	Currently implementing
Partner with law enforcement on targeted security efforts.	Personal Security	Enforcement	High	Within 1 year, ongoing	Low Cost	SRTS	Police Department	Ralph Ruwan	Police Department	Currently implementing

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Identify a person or people to coordinate implementation of high-priority countermeasures. Identifying a lead coordinator is important to building and maintaining momentum for implementation. The lead coordinator initiates coordination efforts and maintains momentum through planning and implementation by assembling a coordination team, scheduling meetings, and ensuring that necessary tasks get done.	SRTS Program Sustainability	All	High	Within 1 year, ongoing	Low Cost	SRTS	Steering Committee	Carmen Burks		Currently implementing
Monitor and Evaluate. Establish measurable goals and conduct regular reviews to determine progress toward meeting them.	SRTS Program Sustainability	Evaluation	High	Within 1 year, ongoing	Low Cost	SRTS	Executive Service Corps of Cincinnati	Denny Fennema	Executive Service Corps of Cincinnati	Currently implementing
Continue putting on at least one district-wide encouragement event every quarter. See Appendix C for a list of schools that have indicated an interest in International Walk to School Day.	Volume of Traffic along Student Walking and Biking Routes	Encouragement	High	Within 1 year, quarterly	Low Cost	SRTS	Steering Committee	Carmen Burks	YMCA of Greater Cincinnati, No Child Inside, Cincinnati Health Department, Boy Scouts, Girl Scouts, National Underground Railroad Freedom Center, Queen City Bike, Cincinnati Bengals	Currently implementing
Summer interns to assist in project design and implementation.	SRTS Program Sustainability	All	High	Within 1 year, summer	Low Cost	SRTS	Steering Committee	Carmen Burks		Not yet implemented
Continue encouraging school SRTS champions to attend ODOT-sponsored walking school bus trainings.	Adult Supervision	Education	High	Within 1 year, yearly	Low Cost	SRTS	Steering Committee	Carmen Burks	ODOT	Currently implementing
Develop SRTS travel plans for additional schools. Establish yearly targets for completing local school travel plans with the ultimate goal of completing local school travel plans for all neighborhood schools in the district.	Local School Support for SRTS	All	High	Within 1 year, yearly	Low Cost	SRTS	Executive Service Corps of Cincinnati	Rod Trombley		Not yet implemented
Educate principals regarding the academic benefits of physical activity.	Local School Support for SRTS	Education	High	Within 1 year, yearly	Low Cost	SRTS	Steering Committee	Marilyn Crumpton	Health and Wellness Advisory Committee	Not yet implemented
Continue implementation of successful anti-bullying programs and expand them to additional schools.	Personal Security	Education	High	Within 1 year, yearly	Low Cost	SRTS	CPS Administration	Carmen Burks	CPS Administration, Olweus Bullying Prevention Program	Currently implementing
Engage partners by reviewing the partner list included this plan, supplementing it based on SRTS Steering Committee knowledge, and reaching out. Partners provide support with coordination, logistics, or needed materials.	SRTS Program Sustainability	All	High	Within 1 year, yearly	Low Cost	SRTS	Steering Committee	Carmen Burks		Not yet implemented
Identify potential funding sources for high-priority projects and programs.	SRTS Program Sustainability	All	High	Within 1 year, yearly	Low Cost	SRTS	Steering Committee	Carmen Burks		Not yet implemented
Identify stakeholders and keep them informed about CPS SRTS Program implementation. Stakeholders are people who should be consulted when planning and implementing a SRTS program but may not necessarily contribute in an active way. Potential stake holders include residents and business owners with properties adjacent to proposed improvements.	SRTS Program Sustainability	All	High	Within 1 year, yearly	Low Cost	SRTS	Steering Committee	Rod Trombley		Currently implementing
Educate principals regarding the CPS wellness policy and Safe Routes to School implementation expectations. Provide resources and curriculum goals to help with implementation.	Local School Support for SRTS	Education	High	Within 1 years, yearly	Low Cost	SRTS	CPS Administration	Marilyn Crumpton		Not yet implemented

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Enable school bus drivers to drop-off/pick-up students at remote locations on designated walk/bike to school days.	Volume of Traffic along Student Walking and Biking Routes	Encouragement	High	Within 2 years	Low Cost	SRTS	Terry Elfers	Terry Elfers	Local Schools	Not yet implemented
Encourage and facilitate carpooling. See Appendix C for a list of schools that have indicated an interest in carpools.	Volume of Traffic along Student Walking and Biking Routes	Encouragement	High	Within 2 years, at the start of every semester	Low Cost	SRTS	Steering Committee	Bill Ruehr	Local Schools	Not yet implemented
Establish remote drop-off/pick-up locations and/or bus hubs.	Volume of Traffic along Student Walking and Biking Routes	Encouragement	High	Within 5 years	Medium Cost	SRTS	Terry Elfers	Terry Elfers	Local Schools	Not yet implemented
Install community signage promoting SRTS.	Local School Support for SRTS, Driver Awareness of School Zone	Education, Encouragement	Medium	Within 1 year, as needed	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Rod Trombley		Not yet implemented
Purchase special event materials, such as a table top exhibit or booth.	SRTS Program Sustainability	All	Medium	Within 1 year, as needed	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Carmen Burks		Not yet implemented
Establish a CPS-Sponsored Walking and Biking Mileage Club or Contest.	Volume of Traffic along Student Walking and Biking Routes	Encouragement	Medium	Within 1 year, at the start of every semester	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Carmen Burks	No Child Inside, Cincinnati Health Department, Health Foundation of Greater Cincinnati	Not yet implemented
Develop and distribute an arrival and dismissal best practices document. Among other things, this document should suggest dismissing walkers and bikers earlier than bus and car riders to avoid conflicts between walkers and bicyclists and motor vehicle traffic and to provide added encouragement for walking and bicycling. See Appendix C for a list of schools with an interest in observing arrival and dismissal.	Arrival and Dismissal Procedures	Education	Medium	Within 1 year, every August	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Terry Elfers, Ralph Ruwan	Response Team	Not yet implemented
Provide parents with an informational flyer or email about the Cincinnati SRTS program and what they can do to support it.	Parent/Caregiver Support for SRTS	Education	Medium	Within 1 year, every fall	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Terry Elfers	Local Schools	Not yet implemented
Establish a monthly walk to school day.	Volume of Traffic along Student Walking and Biking Routes, Pedestrian and Bicycle Safety Education	Education, Encouragement	Medium	Within 1 year, monthly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Carmen Burks	"Conquer Obesity-Foundation for a Healthier America (COFHA), Cincinnati Health Department, Health Foundation of Greater Cincinnati, No Child Inside, YMCA of Greater Cincinnati	Not yet implemented

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Provide direct assistance on arrival and dismissal procedures to schools that request it. See Appendix C for a list of schools that have indicated an interest in direct assistance with arrival and dismissal procedures.	Arrival and Dismissal Procedures	Education	Medium	Within 1 year, one time	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Terry Elfers, Ralph Ruwan	Response Team	Not yet implemented
Install speed feedback signs at problem locations.	Driver Behaviors	Enforcement	Medium	Within 1 year, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Police Department	Ralph Ruwan	Police Department	Currently implementing
Encourage school staff members to model active transportation behaviors.	Local School Support for SRTS	Education, Encouragement	Medium	Within 1 year, yearly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	CPS Administration	Carmen Burks		Currently implementing
Reach out to schools that currently prohibit walking and/or bicycling to understand local concerns and determine how they can be addressed.	Local School Support for SRTS	All	Medium	Within 1 year, yearly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Carmen Burks		Not yet implemented
Develop a bicycle education program that includes a mobile training unit equipped with bicycles, helmets, etc.	Pedestrian and Bicycle Safety Education	Education, Encouragement	Medium	Within 1 year, yearly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Cincinnati Police Department and/or Queen City Bikes	Don Burrell, Ginny Frazier	Police Department, Queen City Bikes, SafeKids of Greater Cincinnati, Injury Free Coalition, Cincinnati Health Department	Not yet implemented
Encourage CPS parents and high school students to sign a pledge that they will avoid distracted driving, drive at a safe speed, and abide by traffic laws, especially during school arrival and dismissal times.	Driver Behaviors	Education	Medium	Within 1 years, every September	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Cheryl Parker	Local Schools, High Schools, Police Department	Not yet implemented
Collaborate with property owners in the school zone or along school routes to install yard signs warning drivers to moderate their speed and look out for student pedestrians and bicyclists. The signs might incorporate a CPS SRTS Program logo designed by students.	Driver Awareness off School Zone	Education	Medium	Within 2 years, at the start of every semester	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Local schools	Carmen Burks	Local Schools	Not yet implemented
Initiate progressive ticketing at problem locations. Also initiate double fines for speeding in school zones.	Driver Behaviors	Enforcement	Medium	Within 2 years, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Police Department	Ralph Ruwan	Police Department	Not yet implemented
Establish a district-wide speed reduction and/or "No Phone Zone" campaign. See Appendix C for a list of schools that have indicated an interest in launching a "No Phone Zone" and speed reeducation campaigns.	Driver Behaviors	Education	Medium	Within 2 years, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Cheryl Parker	Police Department	Not yet implemented
Implement a program similar to Chicago Public Schools' Safe Passages, in which adult volunteers in high-crime neighborhoods monitor and report criminal activity during school arrival and dismissal times.	Personal Security	Enforcement	Medium	Within 5 years, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	CPS	Ralph Ruwan	Police Department	Not yet implemented

Countermeasure	Issues Addressed	Es Supported	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Steering Committee Lead	Potential Partners	Status
Work with Cincinnati Police Department to provide crossing guards at key student crossing locations where traffic conditions warrant crossing guard assistance.	Student Safety and Comfort at Intersections and Crossings	Enforcement	Low	Within 1 year, daily	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Police Department	Ralph Ruwan	Police Department, CPS Administration, Mayor's Office, City Council	Currently implementing
Educate principals regarding use of the Track It system to report pedestrian and bicycle safety concerns.	Local School Support for SRTS	Education	Low	Within 1 year, yearly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	CPS Administration	Terry Elfers		Completed
Provide Operation Lifesaver railroad safety education in classrooms and to parents. Visit http://oli.org/ for more information on Operation Lifesaver education programs.	Pedestrian and Bicycle Safety Education	Education, Encouragement	Low	Within 1 year, yearly	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Steering Committee	Carmen Burks	Operation Lifesaver	Not yet implemented
Provide summer SRTS programming at Hughes STEM High School.	Pedestrian and Bicycle Safety Education	Education, Encouragement	Low	Within 2 years, every summer	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Hughes STEM High School	Carmen Burks	Hughes STEM High School	Planned
Partner with local high schools to include walking school buses as a community service project.	Adult Supervision	Education	Low	Within 2 years, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Local schools	Carmen Burks	High Schools	Not yet implemented
Where busing routes must be cut, train bus drivers to lead walking school buses.	Adult Supervision	Education	Low	Within 2 years, ongoing	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Transportation Office	Carmen Burks	Transportation Office	Not yet implemented

Table 19: Infrastructure Countermeasures

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
P127	Move 20mph beacons	Driver Awareness of School Zone	Madison @ Medpace	JP Parker	748	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P152	Improve crossing	Student Safety and Comfort at Intersections and Crossings	Prosperity / Ferguson Rd	Covedale, Dater HS	702	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P30	Improve crossing – define crosswalks and add ped countdown signals	Student Safety and Comfort at Intersections and Crossings	Woodburn / Montgomery / Hewitt / Gilbert (5-point intersection)	Academy of World Languages, Evanston, Walnut Hills	656	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
P105	Add & improve crosswalk – improve signage along Chase that is blocked by trees	Student Safety and Comfort at Intersections and Crossings	Chase / Fergus	Chase	636	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
P100	Improve crossing – improve signage (flashing)	Student Safety and Comfort at Intersections and Crossings	Chase / Cherry	Chase	608	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
L11	One-way street conversion	Student Safety and Comfort Along the School Route	Southern Ave & Young St	Taft	602	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P135	Improve crossing – add crosswalk signage	Student Safety and Comfort at Intersections and Crossings	Rockdale / Knott	South Avondale	580	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
P90	Improve crossing	Student Safety and Comfort at Intersections and Crossings	Vine & Pfau / Galbraith	Hartwell	528	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P74	Move crosswalk – move crosswalk to north side of school drive, in-line with sidewalk	Student Safety and Comfort at Intersections and Crossings	Red Bank / school drive	Woodford	510	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
P41	Add lighting	Student Safety and Comfort Along the School Route	Along pathway behind (W of) Kilgour	Kilgour	480	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
L20	Add sidewalk or multi-purpose path	Student Safety and Comfort Along the School Route	Hardwick to back of school	Dater HS	472	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P49	Add lighting – add lighting on pathway	Student Safety and Comfort Along the School Route	Homelawn, between Washington & Lovell	Cheviot	470	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
L23	Add multi-purpose path	Student Safety and Comfort Along the School Route	Behind school, from existing pathway (west) to Spindlewick (east)	Sands	408	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P182	Easement – easement for multi-purpose path to connect to Spindlewick	On-Campus Pedestrian and Bicycle Accommodation	SE school property	Sands	388	High	Within 2 years	Low Cost	SRTS	Infrastructure Team	Not yet implemented
L19	Add multi-purpose path	Student Safety and Comfort Along the School Route	east of school connecting to Eastlawn	AMIS	370	High	Within 2 years	Medium Cost	SRTS	Infrastructure Team	Not yet implemented
P124	Add & improve crosswalks – add S leg crosswalk, pedestrian signals w/push-buttons	Student Safety and Comfort at Intersections and Crossings	Duck Creek / Red Bank Exwy	Shroder	748	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L15	Improve sidewalks	Student Safety and Comfort Along the School Route	fix buckled segments along Forest, between Vine & Wilson	Rockdale	690	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P88	Improve crossing – add crosswalk signage	Student Safety and Comfort at Intersections and Crossings	Grand & Theresa / school drive	Roberts Paideia	660	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L1	Add sidewalks	Student Safety and Comfort Along the School Route	West side of Grand, between Glenway & Considine Ln / Ring Pl	R E Price, Roberts Paideia	656	Low	Within 5 years	High Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P132	Add speed humps	Driver Behaviors	Rockdale, between school & Burnet	Rockdale	636	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L3	Add sidewalks	Student Safety and Comfort Along the School Route	Considine (east side), between Glenway & Brevier	R E Price	628	Low	Within 5 years	High Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
P140	Add crosswalk – add street & overhead signage	Student Safety and Comfort at Intersections and Crossings	Winneste, south of S school drive	Gamble Montessori, Winton Hills	620	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L22	Add sidewalks	Student Safety and Comfort Along the School Route	Cutter, between Clark & Ezzard Charles	Hayes-Porter	608	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P169	Add crosswalk signage and paint	Student Safety and Comfort at Intersections and Crossings	Cutter / Elizabeth	Hayes-Porter	580	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P83	Improve crossing – add advance warning signage	Student Safety and Comfort at Intersections and Crossings	Glenway / Wilder / Warsaw	Oyler, Roberts Paideia	574	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P32	Add speed hump	Driver Behaviors	Fairfax, between school & Wold	Evanston	560	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P33	Add speed hump	Driver Behaviors	Fairfax, between school & Fairfield	Evanston	560	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L14	Add multi-purpose path	Student Safety and Comfort Along the School Route	between Duck Creek & Chandler	Shroder, JP Parker	538	Low	Within 5 years	High Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L17	Upgrade sidewalks	Student Safety and Comfort at Intersections and Crossings	west side of Matlock, between Franklin & Yarmouth	Bond Hill	530	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P53	Improve crossing – move stop bars & add signage; add push-buttons & countdown; No Turn on Red signs	Student Safety and Comfort at Intersections and Crossings	Epworth / Harrison	Westwood	530	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P116	Add crosswalk	Student Safety and Comfort at Intersections and Crossings	President @ Baltimore	Roll Hill	510	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
P71	Improve mid-block crossing – add signage	Student Safety and Comfort at Intersections and Crossings	Woodford / Wyatt	Woodford	510	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P91	Add fencing	On-Campus Pedestrian and Bicycle Accommodation	NW school property @ pathway opening (behind north side of school)	Taft	498	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P183	Move & improve crosswalk – move to east side of driveway; add flashing overhead signage	Student Safety and Comfort at Intersections and Crossings	Corbly & west school drive	Sands, Mt. Washington	488	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P130	Add speed humps	Driver Behaviors	Rockdale, between school & Wilson	Rockdale	470	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P125	Intersection improvements – make 4-way stop; add crosswalks	Student Safety and Comfort at Intersections and Crossings	Chandler / Stewart	JP Parker	460	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P170	Improve crossing – bulb-outs & improved refuge island	Student Safety and Comfort at Intersections and Crossings	Linn / Chestnut	Hayes-Porter	436	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P12	Add lighting – along proposed sidewalk by athletic complex	Student Safety and Comfort Along the School Route	Quebec	R E Price	400	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P184	Bulb-outs – both sides of crosswalk in front of school (west drive)	Student Safety and Comfort at Intersections and Crossings	Corbly & west school drive	Sands, Mt, Washington	398	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P77	Improve crossing – add ramps & signage	Student Safety and Comfort at Intersections and Crossings	Losantiville / Englewood	Pleasant Ridge Mont	382	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P27	Improve crossing – add overhead signage	Student Safety and Comfort at Intersections and Crossings	Jonathan / Sulsar	Walnut Hills	370	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
P28	Improve crossing – add signage on Victory	Student Safety and Comfort at Intersections and Crossings	Victory @ Lexington	Walnut Hills	370	Low	Within 5 years	Low Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L24	Add sidewalks	Student Safety and Comfort Along the School Route	east side of Sussex, between Corbly & Rainbow	Sands	358	Low	Within 5 years	High Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L5	Add sidewalks	Student Safety and Comfort Along the School Route	Cambridge (south side), between Mears & Beacon	Sands	342	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L16	Add sidewalks	Student Safety and Comfort Along the School Route	Griest, between Paxton & Grace	Kilgour	338	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L6	Add sidewalks	Student Safety and Comfort Along the School Route	Cambridge (south side), between Mears & Sutton	Mt. Washington, Sands	322	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
L10	Add sidewalks	Student Safety and Comfort Along the School Route	Quebec (west side), by athletic complex	R E Price	290	Low	Within 5 years	Medium Cost	SRTS, the City of Cincinnati, other potential funding sources	Infrastructure Team	Not yet implemented
P22	Improve crossing – pedestrian push buttons, countdown timers	Student Safety and Comfort at Intersections and Crossings	Gilbert / Taft	F. Douglass	662	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P136	Improve overhead crossing	Student Safety and Comfort at Intersections and Crossings	Erie, E of school drive	Clark Montessori	638	n/a	n/a	n/a	City of Cincinnati	Infrastructure Team	Planned
P171	Add crosswalk – add E leg	Student Safety and Comfort at Intersections and Crossings	Linn / Clark	Hayes-Porter	566	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P126	Intersection improvements – add Anderson stop; Crossing Guard?	Student Safety and Comfort at Intersections and Crossings	Anderson / school drive	JP Parker	550	n/a	n/a	n/a	City of Cincinnati	n/a	Completed

Map ID	Countermeasure	Issues Addressed	Location	Schools Affected	Weighted Score from Matrix	Priority	Timeframe	Estimated Cost	Possible Funding Source	Responsible Party	Status
P65	Add & improve crosswalk – add N leg & pedestrian signals	Student Safety and Comfort at Intersections and Crossings	Glenmore / Schwartze	Cheviot, Dater Mont, Midway	538	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P181	Add & improve crosswalks – add signage	Student Safety and Comfort at Intersections and Crossings	Section / Greenland	Roselawn	510	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P101	Add & improve crosswalk – add N leg (if not present); improve signage	Student Safety and Comfort at Intersections and Crossings	Chase / Virginia	Chase, Winton Montessori	498	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P178	Add & improve crosswalk – add yield signage	Student Safety and Comfort at Intersections and Crossings	Washington & Harvey / Gholson	North Avondale Mont	498	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P180	Improve crossing – add crosswalk signage	Student Safety and Comfort at Intersections and Crossings	Greenland / school drive	Roselawn	498	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P29	Add crosswalks	Student Safety and Comfort at Intersections and Crossings	Blair / Woodburn	Evanston, Walnut Hills	480	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P11	Add crosswalks – any missing legs	Student Safety and Comfort at Intersections and Crossings	Grand / Price	R E Price, Roberts Paideia	470	n/a	n/a	n/a	City of Cincinnati	n/a	Completed
P106	Add & improve crosswalks – add N & E legs; consider countdown signals	Student Safety and Comfort at Intersections and Crossings	Hollywood / Daly	Pleasant Hill	456	n/a	n/a	n/a	City of Cincinnati	Infrastructure Team	Planned
P58	Improve crossing – add pedestrian countdown timers	Student Safety and Comfort at Intersections and Crossings	Westwood Northern / Montana	Westwood	420	n/a	n/a	n/a	City of Cincinnati	n/a	Currently implementing
P138	Add & improve crosswalks	Student Safety and Comfort at Intersections and Crossings	Linwood / Paxton	Kilgour	398	n/a	n/a	n/a	City of Cincinnati	Infrastructure Team	Planned

6.0: ENDORSEMENTS

The goals of this STP and of the CPS SRTS Program are:

- **Safety:** Creating designated neighborhood routes that avoid unsafe intersections and high crime spots, add adult supervision and improve the safety of the neighborhood makes it more walkable for everyone.
- **Health and Wellness:** Promoting walking and bicycling to school is one way schools can help address the national obesity epidemic Active transportation is one way to increase the fitness of students and reduce the risk of chronic diseases such as diabetes and heart disease while improving joint, bone and muscle health. Exposure to nature over time improves health by stress reduction, relief of ADHD symptoms and increased brain functioning.
- **Environment:** Reducing the use of cars and buses reduces traffic congestion and improves air quality and the environment, resulting in cleaner air.

The undersigned endorse these goals and pledge support for this STP and the CPS SRTS Program.

Name	Organization, Role on SRTS Team Signature
Mary Ronan	CPS Superintendent
Eve Bolton	CPS Board of Education President
A. Chris Nelms	CPS Board of Education Vice President
Melanie Bates	CPS Board of Education
Eileen Cooper Reed	CPS Board of Education
Alexander Kuhns	CPS Board of Education
Vanessa White	CPS Board of Education
Terry Elfers	CPS Chief Operations Officer
Bill Myles	CPS
Ralph Ruwan	CPS Security, Enforcement Captain
Julie Doppler	CPS

Name	Organization, Role on SRTS Team	Signature
Carmen Burks	CPS SRTS Coordinator, Encouragement Captain	
Jennifer Henderson	YMCA	
Marilyn Crumpton	Growing Well Cincinnati	
Beth Nagy	Place Matter	
Angela Robinson	Health Foundation	
Betsy Townsend	Leave No Child Inside	
Dawne Gardner-Davis	Children's Hospital	
Dwight Quinn	Conquer Obesity Foundation for a Healthier America (COFHA)	
Ginny Frazier	Alliance for Leadership and Interconnection (ALI)	
Cheryl Parker	AAA	
Ellen Berninger	Cincinnati Public Health, Education Captain	
Don Burrell	Ohio-Kentucky-Indiana Regional Council of Governments (OKI)	
Marty Theurer	Cincinnati Department of Transportation and Engineering (DOTE)	
Denny Fennema	Executive Service Corps of Cincinnati (ESCC), Engineering and Evaluation Captain	
Rod Trombley	Executive Service Corps of Cincinnati (ESCC)	
Bill Ruehr	Executive Service Corps of Cincinnati (ESCC)	